Cape Peninsula
University of Technology

IMPACT OF TRANSACTIONAL LEADERSHIP STYLE ON THE PERFORMANCE OF A PROJECT-BASED CARPENTRY ORGANISATION IN THE WESTERN CAPE

BY

APHIWE TINISE: 214104133

MTECH: BUSINESS ADMINISTRATION IN PROJECT MANAGEMENT

FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

AT THE CAPE PENINSULA UNIVERSITY OF TECHNOLOGY

SUPERVISOR: MR S FORE

DISTRICT SIX CAMPUS 2022

DECLARATION

I, Aphiwe Tinise: 214104133, declare that the information in this research is all my own original work and that the thesis has never been submitted for academic review in order to obtain a qualification. Additionally, it represents my personal views rather than necessarily those of the Cape Peninsula University of Technology.

A. Tinis   23-01-2023

_____   _____

SIGNATURE   DATE

ABSTRACT

Most studies on leadership management concentrate primarily on other leadership styles, with less emphasis placed on transactional leadership and employee performance, particularly in project-based organizations. The study identified gaps in the literature regarding the relationship between organizational success and personnel productivity in the carpentry industry. The study's goal was to contribute to the existing literature on transactional leadership and the effectiveness of transactional team members, both of which impact the success of a transactional leader. The study aimed to link transactional leadership and the performance of carpenters in a transactional-based organization with elements that influence carpentry performance. The methodology involved the use of quantitative methods in gathering data consisting of both open and closed-ended questions. Given the option to participate voluntarily and cancel at any time, to conduct the research, participant consent is required. This guaranteed that personal details, including names, identity numbers, and mobile numbers, were not to be shared with third parties. The poor employee performance of the project-based organization in the Western Cape was found to largely to be due to inappropriate planning, organizing, and project/task tracking, poor leadership/management, a lack of resources, a lack of training opportunities, and a lack of employee empowerment. Additionally, poor communication leads to production delays, and favouritism on the part of the employer has an impact on how well other employees perform. The study suggested steps that could help to enhance the performance of the carpentry industry, such as effective planning, clear job communication, as well as making sure that human resources and material procurement are in place and implementing more training programs. The study was significant as it highlights the connection between transactional leadership style and worker performance in a carpentry-based business. It, therefore, assists carpentry-based organizations in adopting leadership styles which are beneficial and contribute to the successful delivery of transactional objectives. It helps organizations identify the right leader at the right place. Moreover, it adds to the existing body of transactional management leadership in other sectors and industries by improving performance and productivity.

ACKNOWLEDGEMENTS

DEDICATION

This mini-thesis is a testimony to my supervisor, family, and friends.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ANNEXURES

CLARIFICATION OF TERMS AND CONCEPTS

Transactional leadership: As stated in Northouse's definition of leadership as being about influence, influence is necessary for leaders to have an impact on their followers.

The term "leadership" has several diverse meanings. However, Northouse's (2018:31–43) definition will be used in this research. He defines leadership as the ability to persuade a group of individuals to take specific actions.

Leadership is seen as a requirement for transactional excellence in transactional management literature (Paracha et al., 2012).

Organization: Any organization's workforce is responsible for the daily operations required to achieve the intended goal of any company (Akhigbe, Finelady and Felix, 2014:15-24).

Townships: A place where people dwell and perform shopping for basic needs, project-based and commodities on a light scale.

Carpentry - During the construction of buildings, ships, timber bridges, and concrete formwork, carpentry work is regarded as all the work that involve the cutting, shaping, and installation of wooden building materials.

Management-by-Exception is a feature of the transactional leadership style where the leader steps in when there are apparent significant deviations from the plans (Odumeru and Ogbonna, 2013:355-356).

Carpenter Performance, according to Cusick (2003), assesses an employee's capacity to carry out carpentry tasks such cuts, joints, construction, and framing. Additionally, it evaluates your capacity for responsible use of carpentry-related hand and power tools as well as materials.

Transactional-based methodology is defined by Kivunja and Kuyini (2017:856–866) as a planned investigation consisting of research design, methodologies, and processes.

According to Totawar and Prasad (2016:210-215), a research methodology is a methodical approach to resolving a research issue using data collecting, organization, and analysis techniques.

CHAPTER 1

INTRODUCTION AND BACKGROUND

1.1   Introduction

The concept of transactional leadership is not new in general leadership theory. It has been studied before and remains relevant today in explaining employee behaviour. Transactional managers always expect high performance from their team members through an exchange of give-and-take relationships (Boies et al., 2015:1080-1094).This study was based on the argument that a leader's style can either inspire or demoralize employees in a project-based organization. As a result, leadership styles can determine whether a project succeeds or fails (Akhigbe et al., 2014:15-23).

A critical examination of transactional leadership behaviours and their effects on staff performance is crucial given the current disrupted business environment, which is defined by shifts in client preferences, technological advancements, and general business model changes (DuBois et al., 2015:30). According to Songling et al., (2018:3495), building an effective transactional team boosts organizational performance and ensures the competitiveness of an enterprise in the market. Prior research studies have demonstrated that transactional leadership relates to considerable impacts that are advantageous for competitiveness, according to DuBois et al. (2015:30–46). Although less attention has been given to the contribution of transactional leadership in the performance of projects within or based on the carpentry sector, this sector has been vital over the years in contributing to youth employment (Aga, 2016: 517-525). Furthermore, research has shown that a transactional leadership style positively and significantly impacts morale, motivation, and performance, according to Aga (2016: 517-525). This investigation examined the impact of transactional leadership on project-based labour productivity. Through a case study of a company in the Western Cape Province, the study sought to investigate the connection between transactional leadership style and the performance of carpenters.

1.2   Problem Statement

The Covid-19 pandemic caused several industries, notably the carpentry sector, to lose competitiveness, necessitating the use of suitable leadership styles for revitalization (Ogunnusi et al., 2020:120). Effective leadership styles have become a critical research priority in a challenging operational environment. Without effective leadership styles, organizational performance will continue to drop. Over the years, studies in

transactional leadership in the carpentry sector have focused more on the nature of the transactional process, giving less attention to performance and productivity. Alhagar and Gamil (2020:122) know that research gaps need to be filled regarding the relationship between the organization, leadership, and the success of the carpentry sector.

1.3 Rationale and Significance of Study

The findings of this study are anticipated to be crucial in fostering the development of the carpentry sector through effective leadership, supporting socio-economic activities, and promoting socio-economic development. Given the operational difficulties brought on by the coronavirus pandemic in South Africa, the study was crucial). Ngumbela (2021:114-131) in a paper presented at the Eastern Cape Socio Economic Consultative Council, states that, the unofficial rate of unemployment increased to 34.4% in the second quarter of 2021, 1.8% more than what was reported in the first quarter. At the same time, the operational environment became difficult because of Covid-19, making it essential to investigate essential components for rebuilding sectors and industries (Ogunnusi et al 2020:120). In South Africa, there has been an increase in short-term employment, flexible work arrangements and other non-permanent work arrangements which require unique leadership styles (Ngumbela, 2021:114-131). As a result of this problem, many job seekers are being absorbed in artisanal sectors such as carpentry which are often project and contract based. Concerning carpentry employees' effectiveness and productivity, a leadership style that considers the engagement between transactional leaders and supporters is crucial (Akhigbe et al., 2014:15-24). According to Brahim et al.,(2015:7-20), a review of other studies illustrate that it correlated with performance, resulting in beneficial rewards if the performer accomplishes preferred objectives with negative rewards. This study aimed to establish and define the relationship between transactional leadership style and carpenter performance. This will be of help to businesses that rely on transactional leadership style to adopt leadership philosophies that will be of positive impact on their organisations. Additionally, it aids businesses in understanding the value of having the appropriate leader in the appropriate position. Additionally, it contributes to the continuing discussion about how to improve employee performance and project-based organization productivity.

1.4   Main Objective

To evaluate the effect of transactional leadership on the efficiency of carpenters at a project-based organization.

Secondary objectives

- To ascertain how organizational effectiveness in a project-based carpentry organization relates to transactional leadership.
- To explore how transactional relationships affect the productivity of carpenters at a project-based organization.

1.5   Main Research Question

What effect does transactional leadership have on the working efficiency of carpenters at a project-based organization?

Sub-research questions

- How does transactional leadership relate to organizational effectiveness at a project-based carpentry organization?
- How do transactional relationships affect the productivity of carpenters at a project-based organization?

1.6   Preliminary Literature Review

1.6.1 Leadership

According to Beehner (2020: 65-82), leadership is the capacity to persuade a group of individuals to take specific actions. As mentioned in the definition by Beehner (2020: 65-82), leadership is about influence. Influence is, therefore, critical for leaders to affect their followers. Beehner further posits that leadership entails giving more attention to transactional goals, as leaders are responsible for directing people towards accomplishing goals. According to Jambawo's definition of a leader (2018:998–1001), a leader is a person who has the capacity to persuade others to carry out particular objectives. Leadership is everywhere in our lives; it is present in organizations, politics, education, social networks, and volunteer groups (Murugesan, 2012:326-335). In many organizations, transactional leadership can influence work-related behaviours like the workforce's attitude, motivation, and performance, which ultimately affect the outcome of a transaction (Nubuor et al 2014:89-95). According to Gamil and Alhagar (2020:122),

leaders influence behaviours by setting a vision, trajectory, and main procedures. They influence the overall transactional process, including others' actions.

1.6.2 Transactional leadership

According to Daniëls and Hondeghem (2019:110-125), leadership is considered a requisite for transactional excellence in the literature on transactional management. The leadership role in organizations has transformed, and any organization's success depends mainly on the leadership style (Alvesson and Einola, 2019:383-395). This implies that transactional managers must be responsible for influencing, inspiring, and motivating transactional carpentry as they are linked to the organisation's transactional and functional aspects. The function of transactional leadership is to motivate carpentry teams to perform strongly to maximize the transaction. Alvesson and Einola (2019:383-395). Daniëls, Hondeghem and Dochy (2019:110-125) affirm that transactional leadership can impact transactional management practices to decrease the ambiguity and complexity related to the transactional quest. Furthermore, leadership assures that organizational members are influenced into donating their efforts towards achieving predetermined goals and objectives Alvesson and Einola (2019:383-395). (Daniëls et al 2019:110-125) argue that leadership initiates the necessity to change, inspires innovative thinking and problem-solving, and motivates collaboration.

According to (Kužnin, & Walker, 2017), transactional leadership has been the focus of different researchers and has been premeditated with different variables in many ways. Hence (Parache et al., 2012:55-64) posits that transactional leadership was initially defined in the 1900s by scholars such as (Hamidifar et al., 2022) and Burns, as quoted by Kužnin & Walker (2017), identifies in response to their followers' leadership expectations trying to establish a strong connection between leadership perks, styles and efforts. As posited by (Kužnin & Walker, 2017), this leadership style is described as a style in which a leader promotes compliance by rewarding and punishing supporters. The transactional leader heavily depends on power and influence to lead his supporters Kužnin & Walker (2017); Hamidifar, (2022), Hasan and Khajeh (2018) claim that contingent reward, active management by exception, and passive management by exception are the three pillars of transactional leadership.

1.6.3 Types of leadership

Zhu, Liao, Yam, and Johnson (2018:834-852) define leadership style as how leadership tasks are performed and how managers act towards transactional team members. According to Madhanga (2018:7–23), the leadership styles used in many organizations include transformative, transactional, laissez-faire, autocratic, charismatic, democratic, participative, visionary, pacesetting, and primary. According to Madhanga (2018:7-23)., an effective leadership style is connected to inspiration, and communication techniques (Zhu et al. 2018:834-852) imply that the use of the incorrect style of leadership in an organization result in negative consequences that could further trigger sensitivity and susceptibility to misunderstanding, leading to reduced work performance, absenteeism, and high turnover.

1.6.4 Carpentry employees' performance

Any organization's workforce performance is responsible for the daily operations required to achieve the intended goal of the company (Akhigbe, Finelady and Felix, 2014:15-24). According to Madhanga (2018:7–23), carpentry performance is the successful completion of tasks based on early-set, accepted standards while effectively and efficiently utilizing resources. Kalsoom, Khan and Zubair (2018:23-29) imply that a carpentry team's performance has two contextual dimensions. Díaz-Vilela et al. (2015: 2-3) clarify contextual performance as job-related behaviours on different performances. Task performance is considered the most substantial one, as stated by Belrhiti, Giralt, and Marchal (2018:1073), who describe this dimension as the skill with which one performs main activities, i.e., capability. Mazzoleni and Bracciale (2018:1-10) state that transactional leadership is limited to a positive performance indicator from different followers. Their needs are mutually beneficial for a relationship between transactional leaders and supporters to attain project-based goals. According to Mazzoleni and Bracciale (2018:1-10), the leadership style adopted is vital in attaining transactional goals and promoting performance among subordinates. The success of a transactional team can be influenced favourably by having an effective and efficient transactional team. Transactional managers and personnel are crucial for executing transactions (Jambawo, 2018:998-1001).

1.6.5 Other leadership styles and carpentry performance

According to Khan and Zubair (2018:23–29), while many researchers have studied the effects and relationships of carpentry performance leadership types, transformational and transactional leadership styles received the most attention. For example, Mazzoleni and Bracciale (2018:1-10) argued that transactional leaders predominate over transformational and laissez-faire styles. In addition, Kalsoom, Khan and Zubair (2018:23-29) found that transactional leadership is positively linked to followers' motivation and that laissez-faire leadership is negatively linked to followers' motivation.

One aspect that significantly contributes to enhancing and advancing the ideals committed to the carpentry industry is an organisation's leadership style (Brahim, Ridic and Jukic, 2015:7-20). Leaders are vital to improving the performances of carpenters and ensuring job satisfaction amongst different groups (Kalsoom, Khan and Zubair, 2018:23-29). According to Akhigbe and Felix (2014:15-24), a leader's style can either inspire the level of carpentry performance or discourage it, resulting in lower performance levels aimed at high turnover rates.

They continue by stating that transactional leadership has a significant impact on the performance of carpenters. According to Madhanga (2018:7–23), transactional leaders use various methods of carpentry performance with rewards and prizes to assist organizations in more effectively achieving their pre-set goals. According to Wobodo and Asawo (2021:125), transactional leadership emphasises completing work activities and compliance while depending on organisational prizes and punishment to stimulate and influence the performance of carpenters. As posited by Wobodo and Asawo (2021:125), transactional leaders ensure that carpenters complete their tasks effectively and efficiently by clarifying the goals to be accomplished with rewards for high performance and punishment for non-compliance.

1.7   Research Paradigm, Methods, and Methodologies

As defined by McChesney and Aldridge (2019:225-238), the research framework is an all-inclusive mechanism of interlinked practice and intellect that portrays the complexity of an investigation in three facets, notably epistemology, ontology, and methodology. According to Totawar and Prasad (2016:210-215), research methodology is a methodical strategy for resolving a research issue using data collecting, organization, and analysis techniques. This research used a quantitative method focused on a company case study. According to Alharahsheh and Pius (2020:39-43), the

compilation of statistical data and an understanding of the relationship between theory and research as a deductive and objectivist perspective of social reality are two ways quantitative data collection methods are explained. According to Kankam (2019:85–92), a quantitative approach enables the researcher to examine how two variables are related.

1.7.1 Research design

The research design creates the framework for the entire research project and enables one to fulfil the task chosen in a structured and straightforward way (Rajasekar et al2013:28-30). Given that this research was quantitative, a descriptive design method was used to collect quantifiable data for the population sample's numerical analysis. The researcher chose this design because it answered questions such as whom, how, why, and when (Akhtar, 2016:70-76). Experiment, survey, case study, and historical strategy are the four main subcategories of the research strategy. Case studies are a type of exploratory research method that is employed in fields where there are few hypotheses or where the body of knowledge is inadequate (Kankam, 2019:85-92). A case study also employs a variety of sources and approaches as a strategy to unearth information (Kankam, 2019:85-92).

Additionally, case study research is a comprehensive process which covers the rationale of planning, methods for collecting data and ways to analyse data in a technically distinct situation (McChesney and Aldridge, 2019:225-238). A case needs to be defined and the boundaries determined, which the delineation of the proposed research accomplishes, because of this, doing a thorough case study on a transactional-based organization and including all relevant parties in the transactional evolution enabled the researcher to better comprehend the particular workings of the organization. This relationship on leadership style was used to impact carpentry performance, hence this case study as a research strategy.

1.7.2 Demarcation and delimitation of the study

The following delimitations of this study was limited to distributing questionnaires to construction workers at a business that makes durable carpentry goods in the Western Cape Province. The designed questionnaire included closed-ended and open-ended questions to gather as much information as the researcher could, and only questions approved by the statistician were used. Handing out the questionnaires individually to the entire target population; was done because the population size was small. This

research was limited to carpenters' performances in transactional-based carpentry companies within the province.

1.7.3 Target population

The study's targeted population were senior management, transactional coordinators, and carpenters of the chosen transactional carpentry company based in the Western Cape Province.

1.8   Sample Method, Technique and Sample Size

Convenience sampling, a non-probability sampling technique, was utilized by this researcher as it is frequently used when sample availability is scarce. The entire transactional-based carpentry company population was sampled using convenience sampling, often called accidental sampling or haphazard sampling. As per (Etikan, et al., 2016), members of the target population are included in the study provided they meet specific practical requirements, such as ease of accessibility, geographic closeness, availability at a given time, or willingness to participate. This is known as convenience sampling (Etikanet al., 2016). Finally, the benefit of convenience sampling methods prioritizes generalization (i.e., ensuring that the knowledge gained is representative of the population from which the sample was drawn).

1.8.1 Sample size

The participants in this study were team members of a transactional-based carpentry business in the Western Cape Province. Due to the small company size with fewer than 50 employees, the sample was allowed to have 30 participants, and 27 of them responded. The respondents comprised seven members of upper management, four transactional coordinators, and sixteen carpenters. The research was done at a start-up business that is currently too small to have many employees.

1.8.2 Data collection instruments

According to Aryal (2020), a questionnaire is a tool used to gather information through a series of questions and items. It is designed to help collect accurate data from a specific population, increase cooperation from respondents, and simplify the data collection and analysis process. Since this research was quantitative, data was gathered using a standardized questionnaire. The questionnaire comprised open and closed-ended questions so that common responses from a substantial number of carpentry-based participants could be easily generated. The researcher conducted

some secondary research and reviewed data from books, scholarly articles, journals, and conference papers with references, as shown in the literature review.

1.8.3 Data collection/fieldwork

According to Jones, Baxter, and Khanduja (2013:5-7), many methods of gathering data include decisions and actions to collect the information needed to evaluate the study questions. For example, the researcher personally handed out the self-administered questionnaires to the target population whilst observing all the Covid -19 protocols, such as wearing face masks and using sanitisers. This process of personally handing out questionnaires is associated with a higher response rate and yields rich information as clarifications are given to complex questions.

1.8.4 Data coding and analysis

The data gathered from the transactional team members using a questionnaire were analysed using the Statistical Package for Social Sciences (SPSS 16.0). The researcher chose this software to analyse data since it is a versatile package that supports a wide range of analysis, data transformations, and output formats (Akaranga and Makau, 2016:1-9). Graphs and tables were created using the SPSS software once the questionnaires had been sorted, modified, coded, and uploaded to make the results easier to understand.

1.9   Ethical Consideration

Daily studies require academics to maintain their participants' integrity and reveal examined data, which is why research ethics is crucial (Akaranga and Makau, 2016:1-9). The corporation granted the researcher permission to do the investigation, and the company's receptionist provided invaluable assistance by facilitating access to the workers. The name of the organization was kept confidential by the researcher throughout the study. Due to the nature of the research, the researcher gained the participants' consent and safeguarded their anonymity. Participants had the option to participate in the research voluntarily and the right to discontinue participation at any time. The researcher assured participants that personal information such as names, identity numbers, and cell phone numbers were not disclosed to any party. The researcher handed out and collected questionnaires from the respondents.

1.10 LIMITATIONS OF THE RESEARCH

This research focused on a single, small carpentry company in the Western Cape and therefore cannot be considered representative of the entire carpentry sector in the province. The research is limited to this one, transactional-based formal carpentry company with 30 employees. Additionally, the study's results may not accurately reflect the industry due to the lack of consideration of the significant informal carpentry sector.

1.11 Outline of the Dissertation

CHAPTER 1: The study subject, the problem statement, and the research questions are introduced. It describes the research goals, methods, and limitations.

CHAPTER 2: A thorough examination of leadership philosophies and carpentry skills is provided by literature reviews. The researcher used academic literature from easily accessible sources to examine the research problem's limits and findings.

CHAPTER 3: The research algorithm used in transactional research and other methods is discussed. In addition, data collection methods, the sampling technique and the instrument used are discussed in detail.

CHAPTER 4: The conclusion of the quantitative analysis of the data from surveys serves as the foundation for this chapter. A concise discussion of the analytical results is offered with helpful tables and figures.

CHAPTER 5: This chapter offers a summary of the research, a meaningful conclusion based on the analysis of the results, and suggestions.

CHAPTER 2
LITERATURE REVIEW

2.1   Introduction

This chapter reviews transactional leadership and how it relates to employee performance in a project-based carpentry industry. It analyses academic material that is easily accessible and examines scholarly writing pertinent to the study concerns. The main focuses of the literature review were the definition and development of transactional leadership; leadership, and project performance; development in project-based organizations, challenges, and future direction of leadership in project-based settings; and the components of effective transactional leadership in project-based enterprises. The leadership concept is not new in business organizations; it has been studied before and is still under study to date (Kabeyi, 2018; Zareen et al., 2015).

Transactional managers always expect high performance from their team members, which can only be attained through the proper use of exchanges (Boies et al., 2015:1080-1094). A leader's style can either motivate an employee to raise their performance level or deter performance, resulting in a decline in performance or even a greater turnover rate (Zareen et al., 2015:60). Transactional managers can inspire subordinate performance by taking a closer look at key leadership traits and their effects on team members' performance (DuBois et al., 2015:31-36). According to Anwar (2017:985-990), building an effective transactional team boosts the performance of employees and ensures that the organization remain competitive in the market. As stated by DuBois et al. (2015:30-46), previous research studies have shown and proven that this kind of leadership is associated with significant impacts on achieving transactional goals and completing the required work. Although less attention has been given to the contribution of transactional leadership in the performance of the carpentry sector and organizational success; it is considered a prerequisite in today's disrupted business environment (Obasan & Hassan, 2014; Eresia-Eke & Mabasa, 2018), as cited by Sundi (2013:50-58), Haryadi, Andarika and Ahn et al. (2013).Transactional leadership style positively impacts a team's morale, motivation, and performance. By performing quantitative research on a carpentry organization in the Western Cape Province, the study focused on the impact of transactional leadership on the performance of carpenters and the relationship between transactional leadership and the performance of the carpentry industry.

2.2 Types of Leadership Styles and Performance

Hussain et al. (2017) and Arham et al. (2013), cited by Veliu et al. (2017:59–69), contend that a manager's choice of how to interact with their team members and carry out leadership activities is referred to as their leadership style. Boehmas in Liu et al. (2017) and Li (2017) noted that transformational, transactional, laissez-faire, autocratic, charismatic, democratic, participative, visionary, pacesetting, primary, and situational leadership styles are used in various organizations. In addition, inspiration, organizational performance, and good communication procedures relate to an effective leadership style. (Liu et al., 2017; Li, 2017; DeSorbo, 1994; Zhang et al., 2017; Zhao et al., 2017).

Akhigbe, Finelady and Felix (2014:15-24), imply that the use of the incorrect style of leadership in an organization can result in negative consequences that could further trigger sensitivity and susceptibility to misunderstanding, therefore, leading to reduced work performance, absenteeism, and high turnover. According to Solomon & Steyn(2017), various leadership styles may affect the performance or success of an organization. Hence Veliu et al. (2017:59-69) suggest that leadership styles should be designed and tailored to suit organizations, circumstances and teams. Leadership is an essential skill that a company may have, claims Kalsoom et al. in 2018. It can aid in determining whether a company will succeed or fail. It can also enhance employees' performance. According to Othman and colleagues (2014), leadership can aid in predicting an organization's future success. Additionally, the team members must collaborate in order to raise business performance.

Hamidifar (2022); Solomon & Steyn, (2017); Hasan & Khajeh (2018) argue that multiple academics have researched the effects and relationships of carpentry performance leadership styles, but most of these studies focus on transformational and transactional styles of leadership. For example, Rejas, Ponce, Almonte, and Ponce claimed that transactional leadership dominates over transformational and laissez-faire methods in Parache et al. research (2012:55–64). Whereas Hamidifar, (2022); Solomon & Steyn (2017); Hasan & Khajeh (2018) found that transactional leadership was positively linked to followers' motivation and laissez-faire leadership was negatively linked.

Employee job performance is defined as the overall expected value that a person contributes to the company through discrete behavioural episodes that occur over a regular period (Motowidlo & Kell, 2012). It can also be characterized by how well staff members perform their tasks (Torlak & Kuzek, 2019). This is backed up by the fact that

employee job performance is assessed using multiple dimensions (Pradhan & Jena, 2017; Deslie, 2015). Employees' performance is usually evaluated based on the various factors they need to perform the job. Besides an individual's skills and knowledge, other factors such as environment and company culture are considered to improve the employee's performance (Pawirosumarto et al., 2017).

2.3 Transactional Leadership Style

For different researchers, the term leadership means different things. However, this study will use the definition presented by Northouse (2018:31-43), which states that leadership involves persuading a group of people to take the desired actions. As mentioned in the definition by Northouse (2018:2013), leadership is about influence. Influence is, therefore, critical for leaders to affect their followers. It is further posited that leadership entails granting more attention to transactional goals, as leaders are responsible for directing people towards accomplishing goals. A leader, as posited by Khan & Nawaz (2016), is an individual with the ability to influence other people to carry out specific goals. Leadership is everywhere in our lives; it is present in organizations, politics, education, social networks, and volunteer groups (Khan & Nawaz, 2016). Leadership can change work-related behaviours like attitude, motivation, and performance of the workforce in business, institutions, and the public sector, which ultimately affects the achievement of organizational objectives (Ebrahem, 2021). According to (Kužnin et al.,2017), leaders influence behaviours by setting a vision, trajectory and primary procedures. Leaders influence the overall transactional process, including others' actions.

As per Robbins & Judge (2017), transactional leadership is a form of leadership in which leaders motivate and inspire their followers by punishing and rewarding them for completing specific responsibilities. Clarifying roles and task requirements helps transactional leaders to encourage and motivate their followers to accomplish goals. However, although they might get followers to comply, transactional leaders are unlikely to inspire dedication to task objectives (Nam & Mohammad, 2011).

Transactional leaders and their followers are more likely to use transitory bargaining techniques, claim Dai et al. (2013), which impedes the employees' innovative and creative capabilities. However, transactional leadership has also been associated with favourable organizational outcomes (Afshari & Gibson, 2016), and it was discovered to significantly impact employee outcomes in some instances. As a result, transactional

leadership should be considered in light of its contribution to favourable employee behaviour and favourable organizational outcomes.

2.4 Impact of Transactional Leadership on Employee Performance

Paracha et al. (2012) and Novo et al. (2017) claim that leadership is required for organizational excellence throughout the transactional management literature. The leadership role in organizations has transformed, and any organization's success depends heavily on the leader's leadership behaviours. Novo et al. (2017) imply that transactional managers must be responsible for influencing, inspiring, and motivating transactional followers as they are linked to the transactional and the functional organization. To maximize the transactional outcome, transactional leadership must inspire followers to work hard (Ahmed et al., 2013:1-8). Furthermore, Novo et al. (2017) affirm that transactional leadership can impact employee performance, resulting in organizational competitiveness. Leadership ensures that group members are persuaded to contribute their time and energy to reaching established goals and objectives (Basit et al., 2017; Paracha et al., 2012, Ahmed et al., 2013:1-8). This means that leadership initiates the necessity to change, inspires innovative thinking and problem-solving, and motivates collaboration.

2.5 Performance of Employees in the Carpentry Sector

The workforce of any organization plays a crucial role in carrying out the daily operations that contribute to the company's overall goals. According to (Paracha et al., 2012), carpentry performance is defined as the successful completion of tasks that meet established criteria, while efficiently using available resources. Motowidlo (2013) notes that carpentry performance has two dimensions: task performance and contextual performance, with task performance being the most important. Campbell (as cited in Hamidifar, Skoulikaris, & Nones, 2022) defines task performance as the ability to perform primary activities effectively. Factors such as the work environment, job satisfaction, leadership styles, and motivation can all impact the performance of a carpentry team (Hamidifar, Skoulikaris, & Nones, 2022). Khajeh (2018) notes that carpenters who are highly committed to their work tend to be more dedicated and produce higher-quality work, resulting in increased income and satisfaction for their employers.

2.6 Transactional Leadership and Organizational Performance

One element that significantly contributes to enhancing or accelerating the value and commitment of an organization's carpentry is the leadership style (Hasan & Al Khajeh, (2018). Leaders are the source that improves the performance of the carpentry team and makes them satisfied with their jobs; leaders mainly affect the group's performance. Through a literature search, (Sundi, 2013; Obasan & Hassan, 2014)found a mixed connection between transactional leadership and carpentry motivation. According to (Hamidifar, Skoulikaris,& Nones, 2022), transactional leadership emphasises completing work activities and compliance while depending on organizational prizes and punishment to stimulate and influence the performance of carpentry. As posited by Bass et al., referenced by Rodrigues and Ferreira (2015:493-504), transactional leaders ensure that the carpentry team completes their tasks effectively and efficiently by clarifying the goals to be accomplished with rewards for high performance and punishment for non-compliance.

2.7   Conceptualization of Leadership and Performance

There needs to be a mutually beneficial relationship between transactional leaders and their supporters for every company to attain its goals. According to Jing and Avery (Zareen et al., 2015), the leadership style adopted is vital in attaining transactional goals and promoting performance among subordinates. As transactional managers and personnel play a significant role in transactional execution, having a successful and efficient transactional team can have a favourable impact on the pace of a transaction (Lategan, 2013:11-47). Most studies on leadership and transactional management focused more on leadership styles and transactional delivery success, giving less attention to the performance of a carpentry team. Early 20th-century studies revealed gaps in the body of knowledge regarding the relationship between the organization, leadership, and carpentry performance, as stated by (Zareen et al., 2015). This study aims to add to the existing knowledge on transactional leadership and the performance (of transactional team members) in a carpentry organisation, which directly affects transactional performance.

2.8   Theories of Leadership Styles and Carpentry Performance

A lot of research has been done on the topic of leadership over the years, with experts trying to understand why certain individuals excel in leadership positions. Leadership theories play a vital role in project management as they help project managers to understand the different ways in which they can lead a team and manage a project effectively. There are several leadership theories that have been proposed over the

years, each of which provides a unique perspective on how leaders can influence and guide their team to achieve the project's goals. According to Vasilescu (2019), these theories often focus on identifying the characteristics or actions that make a good leader, as well as how individuals can develop their own leadership abilities in different contexts. Cherry (2012) states that some of the most prominent leadership theories include:

- Participatory theory, which emphasizes the importance of listening to others' opinions

- Skills theory, which states that acquired knowledge and honed skills are essential for effective leadership

- Transactional or transformational theory, which focuses on the relationships and interactions between leaders and followers, with transformational leaders emphasizing individual and group potential, while transactional leaders establish clear expectations and consequences.

- Situational school, which stresses the importance of adapting leadership style to different situations

- Behavioural theory, which suggests that individuals can learn to become leaders through training and observation.

According to Hamidifar et al. (2022), the performance of a carpentry department can be impacted by a company's operations, goals, and policy changes. Factors such as relationships with suppliers, customers, and labour unions, as well as the community, can all affect the performance of a carpentry team. Freeman and Muchnik (2013) point out that unfair treatment of carpenter performance can lead to disputes and negative reactions at work. It is important to note that performance status can be voluntary, and organizations can use various methods to evaluate the performance of a carpentry team (Solomon & Steyn, 2017; Hamidifar, 2022).

2.9   Global Leadership Styles and Carpentry Performance

Global studies on the literature on project-based delivery and governance within the local carpentry performance are provided by (Hamidifar, Skoulikaris, et al., 2022). These transactional connections within the carpentry industry are discussed in this section, and how they come about. The key components of the transactional style are listed in the article titled "Understanding the Global Carpentry Performance", which was produced by the education and training unit. The primary task of transactional

leadership was condensed in the document by Zareen et al. (2015) and should be evaluated as part of the project-based delivery process in each community.

2.10 Local Leadership Styles and Carpentry Performance

South Africa is divided into regional transactional theatres of activity. Each transactional leadership has a council where decisions are made, as well as transactional officials and personnel who carry out the leadership's directives. Council members are chosen by their constituents to adopt local policies and by-laws. Every year, the council must approve a budget for its transactional leadership. They must also choose development strategies and project-based delivery for their transactional area. The council chooses a mayor to oversee the council's activities. An executive, or mayoral committee, comprised of council members, supports the mayor. The executive and the mayor jointly supervise the department heads' and transactional managers' activities. The transactional administration, which the transactional manager and other officials lead, handles the work of the transactional leadership. They are in charge of hiring personnel and directing them to carry out all approved transactions.

In truth, many factors that affect carpentry performance can be measured, including lighting, acoustics, temperature, humidity, material durability, amount and distribution of square footage, and others. The appeal to the senses of touch, hearing, smell, kinesthetic perception, and visual perception, including colour, are qualitative characteristics of carpentry performance that relate to the atmosphere of a space. Author added that the carpentry industry appears to be engaged in a never-ending struggle to keep clients happy while overcoming outside obstacles that arise throughout a project. The carpentry industry has undoubtedly faced several obstacles during the Covid-19 period, including a shortage of materials, a labour shortage, and a rise in price. (Preiser & Vischer, 2006)

2.11 The Impact of Leadership Styles and Carpenters Performance

The traditional way of managing employees in many businesses in today's society has become increasingly constrained with the continual growth of management science, according to the thinking and conduct of the leadership. Igbaekemen (2014) defines leadership as "the ability of persuading others to work voluntarily toward the accomplishment of goals". It has an impact on how well personnel carry out their daily activities as well as how efficiently the organization's objectives are achieved. A willing follower is essential for a leader.

There are many different leadership philosophies, including transformational, autocratic, and laissez-faire. Autocratic leaders, according to (Iqbal, et al. 2015), are distinguished by an "I tell" philosophy; they direct others' actions. Knowledge sharing and exchange have been determined to be crucial to team effectiveness in addition to leadership. Laissez-faire leadership, often referred to as delegative leadership, seemed to be a style of leadership in which the leader stays out of the way and lets the group decide what to do. This type of leadership means that a person in a position of authority doesn't carry out their duties as a leader and ostensibly doesn't participate in any significant business dealings. Avolio and Bebb (1987) found that followers of leaders who score higher on the transformational leadership criteria exhibit higher levels of transformative behaviour. The aim of transformational leadership is to "transform" people and organizations in the literal sense – to change them in mind and heart; broaden vision, insight, and understanding; clarify purposes; make behaviour consistent with beliefs, principles, or values; and bring about changes that are long-lasting, self-perpetuating, and momentum building. Transactional Leadership Style and Project-based industries in SA

The following tasks are under the purview of Transactional: delivery of energy projects, garbage collection, firefighting project-based decisions, and transactional roads. It was clearly stated that culture has significance in leadership styles in provinces such as KwaZulu-Natal in the article published in a newspaper article focusing on problems of transactional leadership (Obasan & Hassan, 2014; Paracha et al., 2012).The concept is so inspiring to the general public that even if one fails, everyone wants to hear the phrase "project-based delivery."

2.12   Lack of Leadership Style and Employee performance

According to McCandless (2022), lack of recognition can have a significant impact on employee performance, leading to poor results, project failure, and even high turnover rates. Employees want to feel valued and acknowledged for their hard work, and when this is not provided, they may seek employment elsewhere. On the other hand, recognition can act as a powerful motivator for employees, encouraging them to repeat and emulate positive behaviours, thereby building a culture of support and value within the organization.

Transactional leadership, characterized by a high degree of clarity, can be effective in achieving group performance goals. Employees know exactly what is expected of them and feel productive in reaching clearly defined objectives. However, this style can also

have a negative impact on employee performance. Transactional leaders tend to reward performance only if it exceeds expectations or falls below them, leaving no room for failure or creativity. In such an environment, employees may not feel encouraged to come up with new ideas and may instead focus solely on meeting predetermined goals.

Furthermore, when employees are not given the opportunity to learn and grow, they may become disengaged and demotivated, leading to poor performance. Managers and leaders should strive to provide employees with opportunities for learning and growth, as well as recognition for their hard work, to promote a positive work environment and thus improve employee performance.

2.13   Conclusion

In conclusion, the literature review on the impact of transactional leadership style on the performance of a project-based carpentry organization in the Western Cape has shown that transactional leadership can have a positive effect on organizational effectiveness and productivity. However, it is important to note that while transactional leadership dominates over transformational and laissez-faire methods, different researchers have different views of what leadership means. Additionally, as observed, transactional leaders and their followers are more likely to use transitory bargaining techniques which can impede the employees' innovative and creative capabilities. The literature review has also shown that the workforce of any organization plays a crucial role in carrying out the daily operations that contribute to the company's overall goals. One element that significantly contributes to enhancing or accelerating the value and commitment of an organization's carpentry is the leadership style. A lot of research has been done on the topic of leadership over the years, with experts trying to understand why certain individuals excel in leadership positions. Lack of recognition can have a significant impact on employee performance. Overall, this literature review has highlighted the importance of a mutually beneficial relationship between transactional leaders and their subordinates for every company to attain organisational goals.

CHAPTER 3

RESEARCH METHODOLOGY

3.1   Introduction

The research method used for this study is described in the current chapter, whereas the preceding chapter reviewed relevant studies on transactional leadership in project-based carpentry firms. This chapter outlines the study technique used in this investigation, considering that scientific investigations are based on detailed descriptions of the procedures and designs they follow to ensure that the strength and scope of findings are provided. The study's research philosophy, design, tools, data collection process, and any ethical concerns associated with this study are described in this chapter. The study's goals and research questions, detailed in Chapter 1, were kept in mind as they were crucial to all methodological choices made for this study. The study methodology described in this chapter reflects what was discovered in the literature, which has been the subject of many scientific investigations into transactional leadership behaviours over the years. The methodological emphasis presented in this chapter was significantly influenced by the literature review that was earlier supplied.

3.2   Research Methodology

According to Totawar and Prasad (2016:210–215), a research methodology is a methodical approach to resolving a research problem by utilizing data collection, organization, and analysis methods in addition to data finding methods and sampling techniques, and the instrument used has been thoroughly discussed. Quantitative data comprises compiling statistical data and interpreting the relationship between theory and research as a deductive and objectivist vision of social reality, according to Babbie, as cited by (Veliu et al., 2017:59–69). A quantitative technique also enables the researcher to look at the link between two variables, as proposed by Pérez (2017:5-64).

3.3   Research Design

The research design creates the framework for the entire research project, enabling one to fulfil the task chosen in a structured and straightforward way (Rajasekar et al., 2013:28-30). According to Akhtar (2016:70-76), the four research designs are: correlational, quasi-experimental, descriptive, and experimental. The researcher used a descriptive design, described as quantitative research, which answers questions about who, how, why and when (Eresia-Eke & Mabasa, 2018). In so doing, the

researcher can gather the information necessary for the study. Additionally, the research design is a logical progression that links the research questions to the empirical data (Sundi, 2013). This study's action plan also calls for investigating any potential effects of a transactional leadership style on carpenter performance.

3.4   Demarcation/Delimitation of Study

The researcher set the following delimitations. First, the study confined itself to handing out questionnaires to the carpentry team, including managers and general workers of a company that produces maintainable carpentry items. The questionnaire included closed and open-ended questions to gather as much information as the researcher could, and only the questions approved by the statistician were used. Second, the questionnaires were handed out to the whole target population merely because the population size was small. Third, the research focused on the carpentry of transactional-based carpenters in the Western Cape Province, and carpentry companies outside the province were not considered.

3.5   Research Methodologies/Processes

3.5.1 Targeted population

Carpentry workers were selected to take part in the study. The main subject of this study was the effect of transactional leadership style on carpentry staff. This was measured at a transactional-based organization. As such, the employees of that organization formed the population of the study. Thirty carpentry employees were selected from a transactional-based company in the Western Cape Province on a voluntary base. The units of analysis that were utilized for sampling are the units of the population. Collectively, the study units make up the population of the study. As posited by Taherdoost (2016:15-26), the target population is described as individuals who meet a specific research investigation criterion. Therefore, the research focused on workers of a carpentry company based in the Western Cape Province.

3.6   Sample Method/Technique & Sample Size

This researcher used convenience sampling, a non-probability sampling strategy, as it is widely used when there is limited sample availability. Convenience sampling, also known as inadvertent random sampling, was used to sample the whole population of the transactional-based carpentry company. If they satisfy the conditions, members of the target population are included for the study's purposes such as ease of

accessibility, geographic proximity, availability at a specific time, or willingness to participate (Etikant al., 2016). This is called convenience sampling (Etikan et al., 2016). The advantage of convenience sampling methods also prioritizes generalization (i.e., ensuring the information collected is representative of the population from which the sample was drawn). This study used transactional team members (carpentry) of a transactional-based carpentry company in the Western Cape Province. The sample size was limited to 30, and only 27 members out of 30 responded as the company is small, with less than 50 employees. The breakdown for the respondents was as follows: seven top management, four transactional coordinators and sixteen carpenters.

3.6.1 Sampling Size

The participants in this study were team members of a transactional-based carpentry business in the Western Cape Province. The sample size was limited to 30 participants due to the small size of the company which has less than 50 employees, and only 27 of them responded. The responders included 7 members of upper management, 4 transactional coordinators, and 16 carpenters. The research was conducted at a start-up business that currently has a small number of employees.

3.7   Data Collection Instruments

In the context of quantitative research, a semi-structured questionnaire consisting of closed-ended questions was employed as the primary method for data collection. This method allows for the researcher to gather information from a large number of participants in various locations while maintaining confidentiality and anonymity. Questionnaires are considered an effective measurement tool and instrument for data collection according to Oppenheim (2000:10). The data obtained through this method was then analysed to draw conclusions and make recommendations for areas of improvement. Each questionnaire item was related to a research objective, and the questionnaire's design was based on those goals.

3.7.1 Primary data

According to Annum (2018:1-3), this type of information gathered from first-hand experience has not been published. Instead, this kind of data is collected using detailed questionnaires discussed below.

3.7.2 Questionnaire

By definition, questionnaires are a consistent series of questions for collecting data from research participants (Arham et al., 2013; Eresia-Eke & Mabasa, 2018). The questionnaire surveys are suitable for collecting quantitative data by administering open and closed-ended questions (Eresia-Eke & Mabasa, 2018). This applies to all questionnaire design questions, whether open-ended or closed-ended. A benefit of using questionnaires is their ability to generate common responses from a substantial number of project-based participants (Ensley et al., 2006; Arham et al., 2013).

3.7.3 Secondary data

This applies to the data collected from a reviewed source (Ensley et al., 2006; Arham et al., 2013). In addition, secondary data was gathered through books, scholarly articles, journals, and conference papers.

3.8 Data Collection/Fieldwork

According to (Arham et al., 2013), methods of gathering data include decisions and actions to collect the information needed to evaluate the study questions. According to Jones, Baxter, and Khanduja (2013:5-7), many methods of gathering data include decisions and actions to collect the information needed to evaluate the study questions. For example, the researcher personally handed out the self-administered questionnaires to the target population whilst observing all the Covid- 19 protocols, such as wearing face masks and having sanitisers. This process of personally handing out questionnaires is associated with a higher response rate and yields rich information as clarifications are given to complex questions.

3.9 Data Coding and Analysis

According to Roldós (2021), data analysis is the process of cleaning, analysing, interpreting, and presenting data to uncover important insights that can assist businesses in making better decisions. SPSS 16.0 was used to analyse data. The software was chosen because it is a versatile package that supports various analysis methods, data transformations, and output formats (Sundi, 2013). The following responses were coded using the Likert scale: (1) Strongly disagree; (2) Disagree; (3) Neutral; (4) Agree; (5) Strongly agree. Following Braun and Clarke's (2006) claim that thematic analysis can be based on either inductive or deductive themes, an emerging thematic analysis was carried out. Inductive themes are derived from the data being

analysed, and a literature review is used to interpret findings. The open-ended and closed-ended questions analysis followed inductive theme analysis as provided by Braun and Clarke (2006). The questionnaires were sorted, edited, coded, and entered into the software, where graphs and tables were generated to increase the readability of the results.

3.10 Ethical Consideration

Research ethics is crucial for ongoing investigations as it ensures that academics safeguard the integrity of their subjects (Novo et al., 2017; Zareen et al., 2015; Sundi, 2013). Permission was granted for the researcher to conduct the investigation (see permission letter in Appendix C) and the company's receptionist provided valuable assistance. The study adhered to the principle of informed consent and participants' privacy was respected. Participation in the study was voluntary and participants had the right to discontinue their participation at any time. Participants were assured that personal information such as names, identity numbers, and cell phone numbers would not be shared with any third party (Novo et al., 2017). Ethical approval was obtained from the institution's Ethics Committee (see Appendix B) before administering the research tool. The researcher paid careful attention to confidentiality concerns by ensuring non-disclosure and ensuring that the analysis did not discriminate against any participants. There was no deception or misleading of respondents.

3.11 Limitations of the Research

This study focused on project-based participants from a Western Cape Province carpentry transaction-based company (with 30 carpenters). This may result in skewed outcomes as the industry consists of formal organizations.

3.12 Conclusion

This chapter covered the research design overview, population, and sample methodologies, as well as the methodology of the study. A quantitative approach based on a questionnaire was used in this investigation. In addition, the chapter considered a description of the study participants and how their response to the research objectives with adequate information was determined.

CHAPTER 4   DATA ANALYSIS & DISCUSSION

4.1   Introduction

The methodology used for the study was described in the preceding chapter. Many studies have established that leadership styles adopted by managers are vital in attaining transactional goals and promoting performance among subordinates.

The study was motivated by the desire to investigate how transactional leadership behaviour and style affect workers' performance in the carpentry industry. Notably, pertinent research objectives and research questions served as the study's guiding principles. The main objective was as follows:

- To evaluate the effect of transactional leadership on the efficiency of carpenters at a project-based organization.

The Secondary objectives were:

- To ascertain how organizational effectiveness in a project-based carpentry organization relates to transactional leadership.
- To explore how transactional relationships affect the productivity of carpenters at a project-based organization.

In this Chapter, descriptive statistics, such as frequency distributions and percentages, are used to summarize the data and present it in a clear and concise manner.

4.2 Demographical Characteristics of Respondents

The study had key demographical variables analysed in this section. It is widely acknowledged that demographic influences affect several important organizational behaviour variables, (Amarasena et al., 2015).

4.2.1 Age

Figure4.2.1: Distribution of respondents' age groups by gender
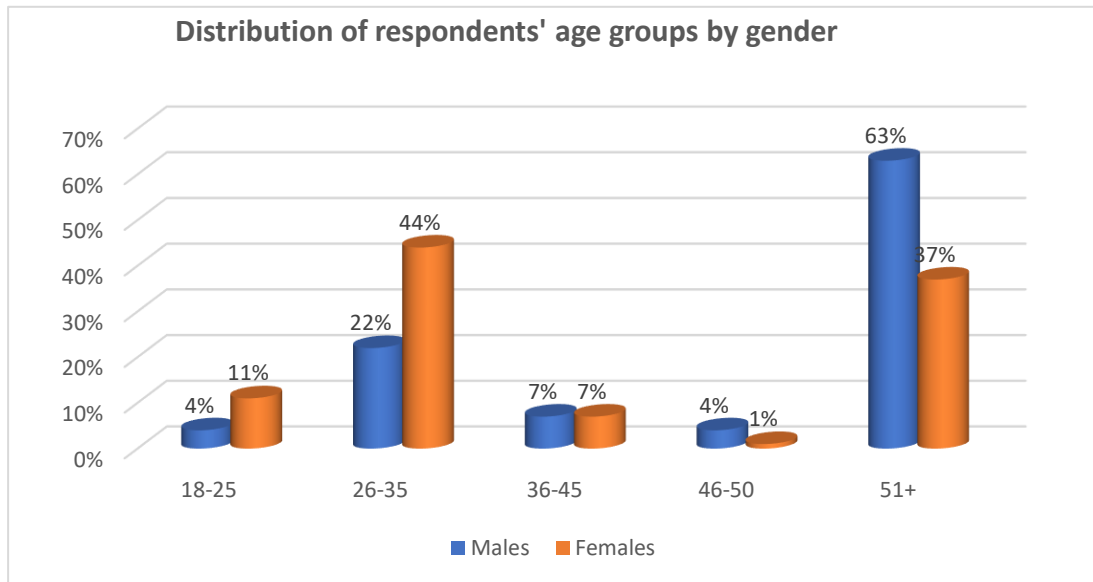
Figure 4.2.1 shows that more females (63%) participated in the study than males (37%).

Historically, males have dominated the carpentry industry. This study has a higher number of females, likely due to the study's convenience sampling technique. However, it could not be readily established why more females chose to participate in the study than males. Most respondents were within the 51+ age group and the 26 to 35 age group, often considered the working age in many labour-intensive sectors such as the carpentry sector. This statistic demonstrates how things have evolved through time in this democracy, where men and women are now perceived as having equal rights. Because of this, this industry is no longer considered to be "male dominating." If we look at the age groups of 18 to 25 and 26 to 35, it can also be shown that young people are utilizing their constitutional rights. If we look at the age brackets 36–45 and 46–50+, they are elderly individuals who spent years working in the industry during the time when men dominated this field prior to democracy.

4.2.2 Level of education of participants

Table 4.2.2: Level of education

Please indicate your level of education					
	None	School leaving	Grade 12	Diploma	Honours/ BTech Degree
Female	0%	4%	4%	11%	44%
Male	4%	0%	7%	4%	22%
Total	4%	4%	11%	15%	66%

As indicate Table 4.2.2, the majority (66%) of respondents possessed an Honours/BTech degree, while only four per cent (4%) had no schooling or were just leaving school. This demonstrates that participants in this study have offered credible responses due to their education level.

Table 4.1.3: Position at the company

	Departmental Manager	Section Manager	Administrator	General worker	Totals
Please indicate your position at the company					
Male	4%	11%	41	7%	63%
Female	4%	4%	19%	10%	37%
Total	8%	15%	60%	17%	100%

The majority (60%) of the respondents were administrators, while Departmental managers formed the small (8%) number of respondents. Since administrators are critical in project-based carpentry enterprises, where they are involved in planning, scheduling, and administering project activities, the respondents were deemed capable of providing valuable data for the study.

4.2.4 Experience

The results on how long respondents have served in the carpentry-based organization are shown in Table 4.2.4

Table 4.2.4: Time in the project-based organisation

	How long have you been in the project-based organization?			
	0 - 5 years	6 – 10 years	11 – 15 years	Total
Female	52%	7%	4%	63%
Male	19%	11%	7%	37%
Total	71%	18%	11%	100%

As shown in Table 4.2.4, a more significant percentage of participants (71%) stated that they had worked for the carpentry company for 0 to 5 years, making them well-qualified to offer trustworthy comments that might address the research questions and help the study reach its goals.18% had been with the carpentry company for 6 to 10 years. The absence of many respondents who have served for 11 to 15 years should indicate the project-based nature of the carpentry-based organization, the case study for this research.

4.2.5 Household monthly income

Table 4.2.5: Monthly income and household income

Please indicate firstly your own monthly income followed by the monthly household income (including all sources like pension, government grants and investments).				
Income ranges	Frequency	Per cent	Valid Percent	Cumulative Percent
R1 - R10 000.00	5	18.5	18.5	18.5
R10 001 – R10 750.00	3	11.1	11.1	29.6
R10 751 – R20 000.00	10	37.0	37.0	66.7
R20 001 – R20 500.00	2	7.4	7.4	74.1
R40 001 – R50 000.00	1	3.7	3.7	77.8
R80 501 – R110 000.00	1	3.7	3.7	81.5
R150 500+	2	7.4	7.4	88.9
Refuse to answer	3	11.1	11.1	100.0
Total	27	100.0	100.0	

The results in Table 4.2.5 show that 37% (10) of participants were in the income bracket of R10 751 – R20 000, while 11.1% refused to answer as they probably considered this question sensitive. The monthly household income is likely to influence the rate at which rewards such as bonuses and salaries affect the propensity to accept transactional work arrangements. This was deemed necessary within transactional situations as it may determine followers' expectations, mindful of the connection between leadership perks, rewards, and efforts.

The results show that the respondents were within the medium income bracket, which may be related to an acceptance of the transactional relationship in trying to meet their monetary needs. In this case, it was demonstrated that the management of the carpentry organization used transactional contingent reward leadership, as most respondents were in the R10 751 - R20 000 income bracket, indicating that the company recognizes and motivates its employees.

McCandless (2022) elaborated on the significance of a rewards-and-punishment system as a simple and unambiguous system. Employees understand what they must achieve and by when if they are to receive a reward, as well as the consequences of failing to meet these goals. They understand that meeting or exceeding their goal will help their company run more efficiently, launch a new project, or increase revenue.

4.3 Impact of Rewards on Work Performance

Table 4.3.1: Work best when rewarded

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Strongly Disagree	2	7.4%	7.4%	7.4%
Disagree	1	3.7%	3.7%	11.1%
Neutral	2	7.4%	7.4%	18.5%
Agree	7	25.9%	25.9%	44.4%
Strongly Agree	15	55.6%	55.6%	100%
Total	27	100%	100%	

The study's first objective was to establish the relationship between transactional leadership behaviour and the productivity of carpenters at a specific carpentry organization. According to Table 4.3.1, 81.5% (22) strongly agreed and agreed that they work best when they are rewarded, while the combined percentage for those who strongly disagreed and disagreed that they work best when they are rewarded was a mere eleven per cent (11.1%)

In the carpentry organization where the respondents worked, the extent to which awards were employed to motivate performance was established. The findings presented in Table 4.3.2 reveal that 51.8% of respondents agreed, while 25.9% were neutral. 22.2% of respondents disagreed that their bosses used incentives to motivate them to perform.

Table 4.3.2: Management uses rewards to motivate workers

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
	Strongly Disagree	2	7.4%	7.4%	7.4%
	Disagree	4	14.8%	14.8%	22.2%
	Neutral	7	25.9%	25.9%	48.1%
	Agree	12	44.4%	44.4%	92.6%
	Strongly Agree	2	7.4%	7.4%	100.%
	Total	27	100%	100%	

This study found that compared the gender of respondents in respect of the statement that they work best when rewarded. Table 4.3.3 shows that more males performed better (62.9%) than females (37%) when rewarded. Generally, respondents strongly agreed that they work best in their work roles to attain pre-set goals more competently when prizes and rewards were offered. These results were in line with the literature's claims that transactional leadership put more emphasis on completing work activities and compliance while depending on organizational prizes and punishment to stimulate and influence the performance of carpentry. A leader's style can either motivate carpentry to raise their level of performance or deter them, which can result in a decline in their level of performance or even a greater rate of turnover (Akhigbe, Finelady and Felix, 2014:15-24). Transactional managers can encourage transactional success by

reviewing essential leadership traits and their effects on the performance of transactional team members. (DuBois et al, 2015:31-36). According to Anwar (2017:985-990), building an effective transactional team boosts the performance of the employees and ensures that the organization running these transactional remains competitive in the market.

The study also suggests that a majority (51.8%) strongly agreed that money and bonuses were powerful motivators, while 25.9% of the respondents also agreed. 18.5% were neutral, and 3.8% disagreed with the statement. No respondents strongly disagreed.

Table 4.3.3: Money and bonuses are powerful motivators

| | Money and bonuses are my powerful motivators. | | | | Total |
	Disagree	Neutral	Agree	Strongly Agree	
Male	0	7.4%	18.5%	37%	62.9%
Female	3.8%	11.1%	7.4%	14.8%	37.1%
Total	3.8%	18.5%	25.9%	51.8	100

4.4   The Impact of Punishments for not Performing

The results on the impact and role of punishment on work performance are shown in Table 4.4.1, where the combined percentage for those who strongly agreed and agreed that they were motivated by punishments was 14.8%, while 51.9% of the twenty-seven respondents were neutral, 14.8% agreed, and a combined 33.3% disagreed with the assertion.

Table 4.4.1: Punishment for not performing motivates me to work and perform higher

		Frequency	Percent	Valid Per cent	Cumulative Per cent
	Strongly Disagree	5	18.5%	18.5%	18.5%
	Disagree	4	14.8%	14.8%	33.3%
	Neutral	14	51.9%	51.9%	85.2%
	Agree	3	11.1%	11.1%	96.3%
	Strongly Agree	1	3.7%	3.7%	100%
	Total	27	100%	100%	

Table 4.4.1 above indicates that most participants strongly disagree that punishment for not performing motivates and leads to better performance. Transactional leaders help businesses attain their pre-set goals more competently through the combination of performance targets, prizes, and rewards. The research also revealed that the effectiveness of the carpentry team is greatly impacted by transactional leadership. The study found that transactional leadership put more emphasis on completing work activities and compliance while depending on organizational prizes and punishments to stimulate and influence the performance of carpentry. A leader's style can either

motivate carpentry employees to raise their level of performance or deter them, which can result in a decline in their level of performance or even a greater turnover rate. Transactional managers can encourage transactional success by reviewing essential leadership traits and how they affect team members' performance. According to Table, building an effective transactional team boosts transactional performance and ensures that the organizations running these transactional remain competitive in the market.

4.5   Specificity of Performance Goals

As highlighted in the literature and in addressing the goals of this study, some aspects of transactional leadership were found to be important in enhancing worker productivity. Therefore, the empirical results of these goals are provided in the following sections.

As shown in Figure 4.5.1, a combined percentage of 74.1% of respondents agreed that their managers clearly outlined what one was expected to perform and the rewards to be given. In contrast, 25.9% of the respondents were neutral.

The manager makes clear what one can expect to receive when performance goals are achieved.
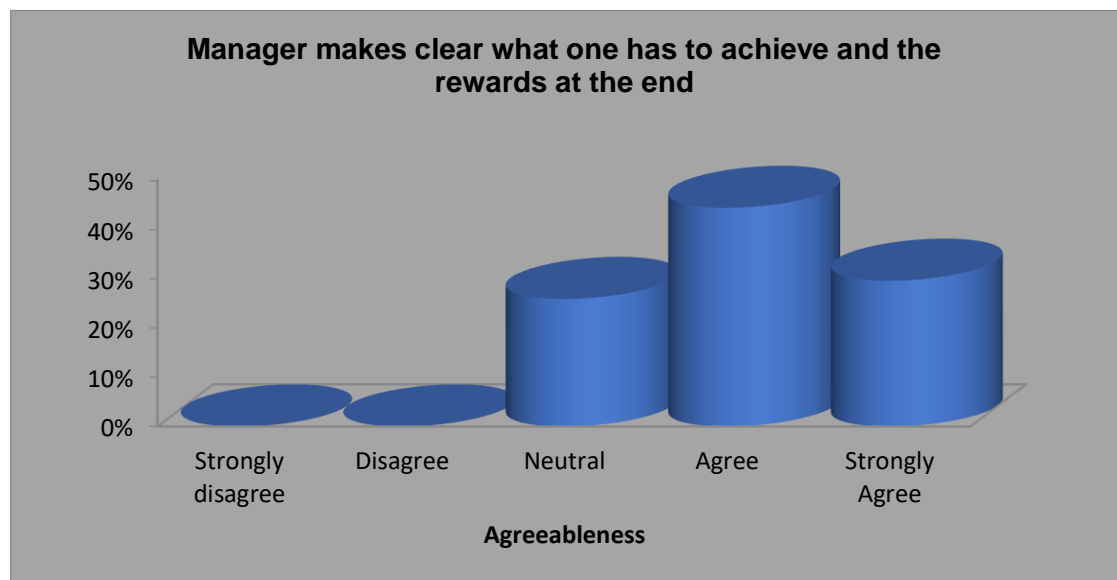
Figure 4.5.1: Manager makes clear what one has to achieve and the rewards at the end

4.6 Performance Support Systems

Figure 4.6.1 demonstrates that most respondents (78%) strongly agreed and simply agreed that their managers corrected errors and mistakes to improve performance. Only fifteen per cent (15%) disagreed with this statement, while seven per cent (7%) were neutral. These findings suggest that correction errors and adequate support were important in transactional relationships.

Figure 4.6.1: The manager always corrects the errors and mistakes to improve my performance

Figure 4.6.1: Manager always corrects the errors and mistakes to improve my performance

.
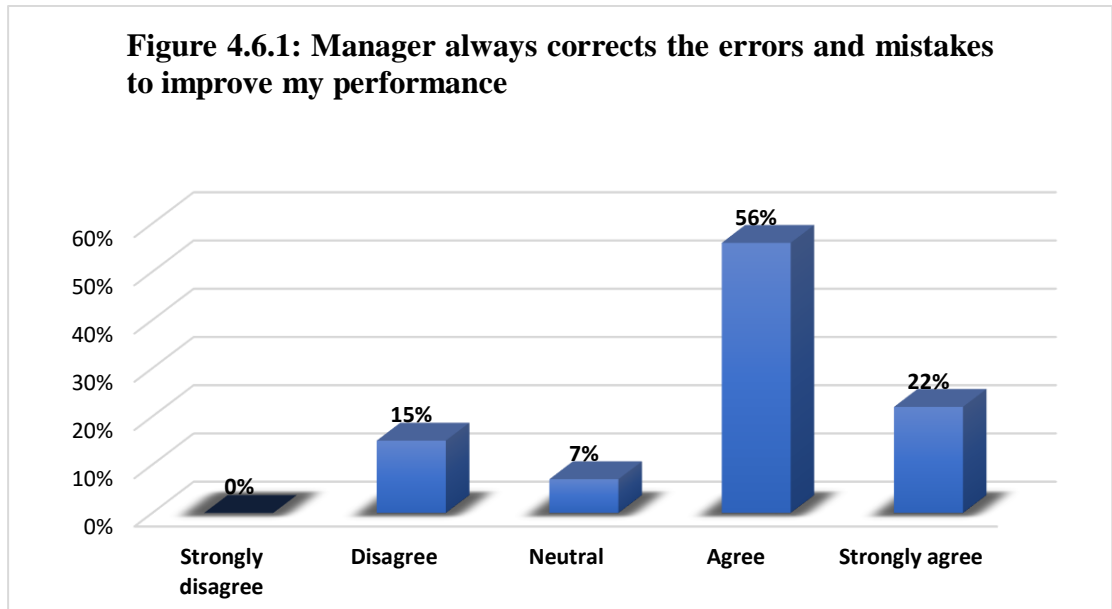
4.6.2 Performance rewards

The findings in Figure 4.6.2 below show 81.4% agree while 18.5% were neutral with the statement: "Performance rewards make my job exciting." Therefore, the reward theory can be applied to suggest that performance in the carpentry sector is based on the need to ensure that mistakes and errors are corrected to realise desired performance.
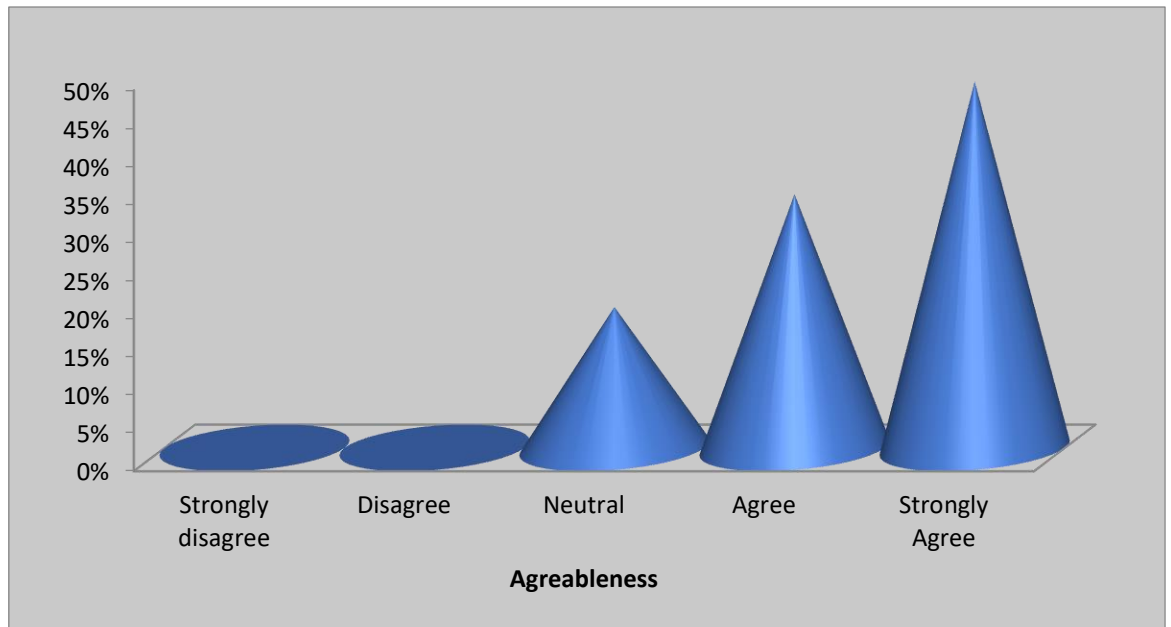
Figure 4.6.2: Performance rewards make my job exciting

4.7 Factors Mediating the Relationship between Transactional Leadership and Employee Performance at a Project-Based Organization

The third goal of the investigation focused on the mediating elements in the performance of transactional leadership relationships. Again, the literature was used to establish these factors, and the gathered data supplied the support discussed in the following sections.

4.7.1 Work Monitoring

Table 4.7.1 findings show that while 267 of respondents did not believe that supervisors kept track of their errors or monitored their performance, most respondents (55%) did. The data suggest that successful transactional relationships are characterized by monitoring and inspecting performance.

Table 4.7.1: My manager does not monitor my performance or keep track of mistakes

	My manager does not monitor my performance or keep track of mistakes.					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Female	26%	15%	11%	5%	7%	64%
Male	7%	7%	7%	8%	7%	36%
Total	33%	22%	18%	13%	14%	100%

4.8   Punishment

According to Table 4.8.1 below, 18% believed managers should punish those failing to meet job standards. However, 49% disagreed, and 33% were neutral. This means that punishment remains a controversial element of the transactional relation, which many respondents did not support or were neutral.

Table 4.8.1: Should the manager punish those who fail to meet job standards

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	15%	19%	15%	11%	4%
Male	4%	11%	18%	0%	3%
Total	19%	30%	33%	11%	7%

4.9   Motivation and Recognition

According to the findings in Table 4.9.1 a combined percentage of eighty-two per cent (82%) agreed with the statement that a manager's recognition motivated and inspired them, while only seven per cent (7%) disagreed, and eleven per cent (11%) were neutral. This provides compelling evidence that the association between transactional leadership behaviour and employee performance in the carpenters' firm was mediated by incentive and recognition of employee performance.

Table 4.9.1: My manager's recognition motivates and inspires

	My manager's recognition motivates and inspires.				
	Disagree	Neutral	Agree	Strongly Agree	Total
Female	4%	4%	26%	30%	63%
Male	4%	7%	15%	11%	37%
Total	7%	11%	41%	41%	100%

This study supports the study of Boxall (2013), where it is stated that employee recognition is important in transactional leadership.

Recognizing someone or a team in a timely, informal, or formal manner for behaviour, effort, or a business outcome that supports the organization's aims and values and has ostensibly gone above and beyond usual expectations is known as recognition (Boxall, 2013). Successful employees may receive a variety of awards through formal employee recognition programs. Recognition of employees as a source of motivation is linked to many theories of managing human behaviour. For example, it is a component of Maslow's esteem needs that improves a person's standing, self-respect, sense of accomplishment, self-confidence, and prestige in transactional relationships. Recognition is another intrinsic motivator mentioned in Herzberg's two-factor theory of motivation linked to feelings of accomplishment at work.

4.10   Manager's Attitude

This section examined how the manager's disposition affected the success of a transactional leadership relationship among subordinates. Table 4.10.1 shows that 63% agreed that the manager's attitude impacted the transactional relationship, while 37% remained neutral.

Table 4.10.1: Your manager's attitude towards you has a positive effect

Your manager's attitude towards you has a positive effect.				
	Neutral	Agree	Strongly Agree	Total
Male	25.9%	3.7%	33.3%	63%
Female	11.1%	11.1	14.8%	37%
Total	37.%	14.8%	48.1%	100%

4.11   Skills and knowledge

According to the findings in Table 4.11.1below, 67% agreed that the organization had explored skills and knowledge acquisition, while 33% disagreed with the statement that the organization they have been explored skills & knowledge transfer. These results provide evidence that skills and knowledge transfer should be considered a critical component of the effectiveness of transactional leadership.

Table 4.11.1: In your organisation, have you explored Skills & Knowledge Transfer

	In your organization, have you explored skills & knowledge transfer?		
	Yes	No	Total
Female	44.4%	18.5%	62.9%
Male	22.3%	14.8%	37.1%
Total	66.7%	33.3%	100%

Table 4.11.2: Promotions and bonuses encourage you to be more productive

	Will promotions and bonuses encourage you to be more productive?		
	Yes	No	Total
Female	55.5%	7.4%	62.9%
Male	37.1%	0%	37.1%
Total	92.6%	7.4%	100%

As posited in the findings in Table 4.11.2 above, 92.6% (25) said 'Yes' while 7.4% (2) said 'No' to the question: Will promotions and bonuses encourage you to be more productive? This leadership style is described as one in which a leader promotes compliance by rewarding and punishing supporters. Therefore, this study has essential bonuses, performance, and other rewards. Additionally, it was discovered from the review of prior literature that transactional leadership enables firms to create effective strategies, interact with and empower their workforce, evaluate performance, and incorporate improvements. Establishing a culture of learning and trust within a company, valuing all levels of staff engagement, fostering continuous improvement, communicating with, and empowering the workforce, and integrating the improvement are possible under transactional leadership.

4.12 Training and Development

Respondents were asked if they had been considered in skills training or any employee development program. As shown in Table 4.12.1 below, 74% said 'Yes', while 26% said 'No'. The value of training and employee development, as envisaged in this study, is supported by (Supriadi et al., 2020), where it is explained that training is vital for the attainment of performance targets

Table 4.12.1: Have you been in Skills training or any developments

	Have you been in Skills training or any developments?		
	Yes	No	Total
Female	48.1%	14.8%	62.9%
Male	25.9%	11.2%	37.1%
Total	74%	26%	100%

4.13   Motivation Factors at Work

The study explored the things that motivated respondents to perform more, noting that in transactional relationships, employees are likely to be motivated by the provision of rewards. Quantitative keyword analysis of the responses provided is shown in Figure 4.13.1 below

Figure 4.13.1: List of things that motivate the performance of respondents
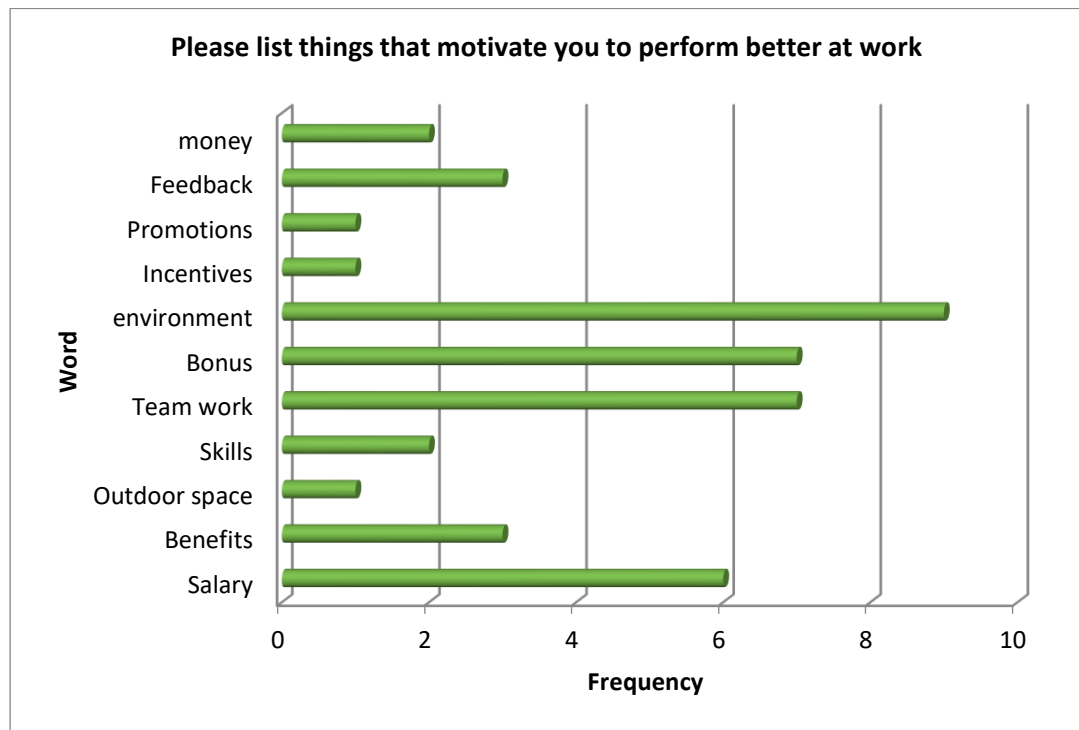
The word environment appeared most (9 times) for this statement showing that the work environment was deemed crucial in motivating the respondents to perform more in their job responsibilities. In addition, rewards in the form of bonuses (word appeared seven times) and salaries (appearing nine times) were also provided as necessary, while teamwork (mentioned seven times) was also highlighted as a motivator. These results demonstrate that while salaries and bonuses were necessary rewards, the work environment and teamwork were also considered essential. Therefore, while transactional leaders may value bonuses and salaries, they also need to consider the work environment and the team relationships within the organization.

4.14 Performance Enhancers at Work

Figure 4.14.1 provides the most popular responses regarding what respondents felt should be enhanced by their leaders to improve performance. Again, the indication that Training was most significant dominated the responses, with the word 'training' appearing seven (7) times.

Figure 4.14.1: Things a leader should do to enhance performance of workers
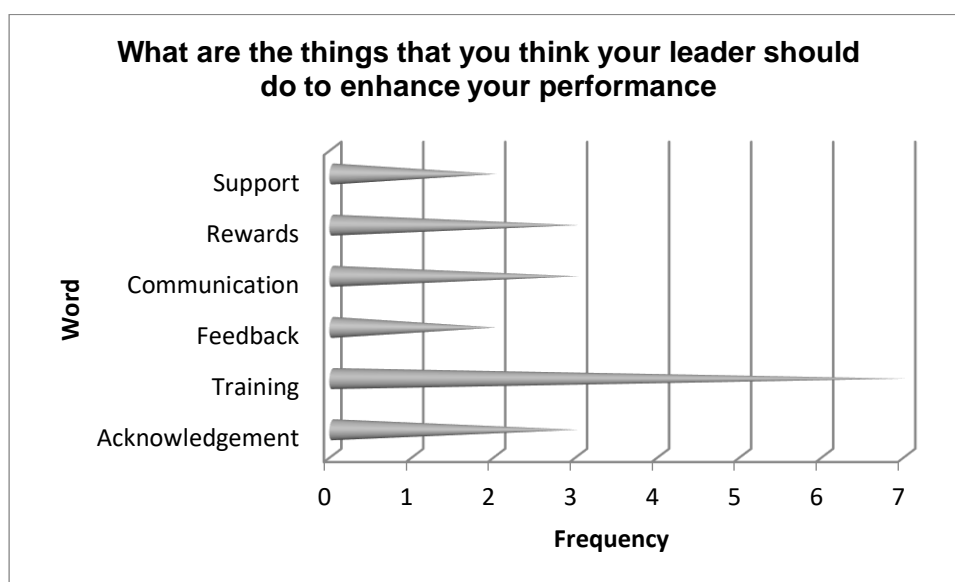
Other important indications included the provision of rewards, proper communication, and acknowledgement for good performance, feedback, and support. These results demonstrate that while rewards were significant in transactional leadership relationships, training was critical. Therefore, training is essential as it is considered crucial or significant in enhancing performance to attain performance targets and relation to rewards.

4.15 Reasons for Project Failure

In respect of the opinion of respondents on possible reasons for project failure in organizations, several factors were mentioned. Poor management, poor stakeholder management as well as poor communication were important themes that emerged from the respondents. Poor management seemed to be the central theme, as it can be linked to other dimensions mentioned in the study. These results were significant as they supported those in the literature provided by Amarasena, Ajward and Hague

(2015). This demonstrates that transactional leaders require good project management skills to ensure success.

4.16 Expectations from Employees for Leaders

The responses provided were comprehensive, with no clear, recognizable pattern. Such expectations as respect, acknowledgements, recognition, rewards, feedback, and support were mentioned within the many expectations of respondents. These results demonstrate the need to see organizations as serious diversity combinations that involve persons with different wants and needs. In addition, these demonstrate the need for transactional leaders to have diverse skills to handle people from various intellectual capacities, cultural orientations, and social backgrounds.

4.17 Reasons for Leaving the Organization

Figure 4.17.1: What could make you leave the organization or intend to
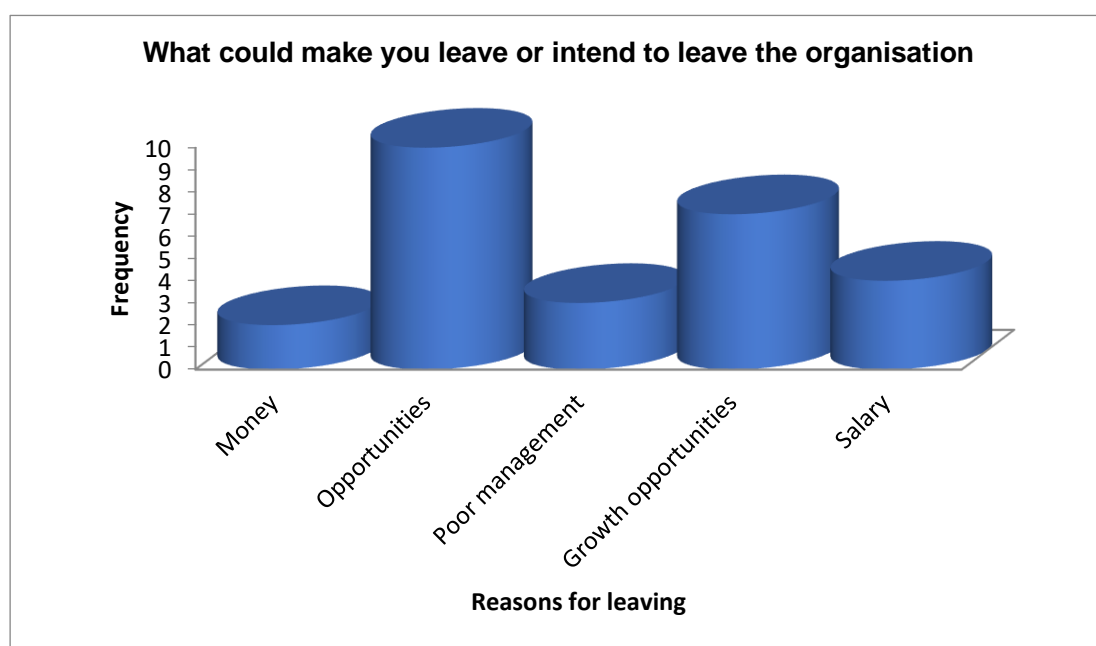
The keyword analysis in Figure 4.17.1 shows that opportunities in other organizations and growth opportunities were regarded as important reasons for leaving the organization. These demonstrate that while rewards and money were important in transactional relationships in organizations, it was essential to ensure that there were opportunities for growth and development for employees.

4.18 Analysis of Open Response Questions

The open-ended questions generally provided more specific information on respondents' perspectives regarding motivation and other performance-related concepts. For example, the perspectives included those about what leaders should do to motivate subordinate performance, perspectives on reasons for project failure, what respondents expected from managers as well as what could inspire respondents to leave the organization.

The responses given by respondents (R1–R17) to the five open-ended questions included in this study are shown in Table 4.18.1, which is presented below:

Table 4.18.1: Responses to open-ended questions

Please list the things that motivate you to perform better at work	What are the things that you think your leader should do to enhance your performance?	In your opinion, what could be a possible reason for a project not to succeed	What do you expect from your manager in order for you to perform effectively?	What could make you leave the organization or intend to?
Salary increase	Training Meetings	No meetings No follow-ups	N/A	No money
Benefits Performance bonus	Skills training	Lack of resources No supervision	Acknowledgement	Your voice being unhappy
Compliments	Provide workshops	N/A	Monitoring	Not happy financially
Conducive environment Salary raises Promotions Fringe benefits	Delegation of new and challenging tasks Offer free courses	Incompetent manager Poor stakeholder management Poor structure	Motivate and inspire me Congratulating me Believing in me Constructive criticisms	Lack of opportunities Not being appreciated
Teamwork Bonuses	Workshops Patience with my poor performance	Poor management Lack of knowledge	Motivation	Poor management

48

Please list the things that motivate you to perform better at work	What are the things that you think your leader should do to enhance your performance?	In your opinion, what could be a possible reason for a project not to succeed	What do you expect from your manager in order for you to perform effectively?	What could make you leave the organization or intend to?
Better communication	Acknowledgement	Poor communication management	Equal treatment Acknowledging my work	Exploitation
Innovativeness Involvement in idea generation	Provide growth opportunities Avoiding micro-management	Unreasonable deadlines Poor time management	Office freedom	Lack of growth opportunities
Conducive work environment Teamwork	Communication Team building Motivation	Lack of communication Unclear project objectives	Effective delegation	Poor management style
Money Social Gatherings	Empowerment Social gathering	Unrealistic deadlines Complex tasks	Reward Recognition	Lack of growth Being micro-managed
Performance Rewards Flexible Environment	Training Performance feedback	Poor planning Inadequate funds Poor recruitment	Clear instructions Lack of resources	Lack of developmental programs Unfulfilled needs
Growth Bonus Recognition	Workshops and training Provision of support Trust	Poor management Poor resources	Fairness Equality Justice Recognition	No personal growth No money
Rewards Workplace Relationships	Acknowledgement Trust Interpersonal relationships	Poor cost management Poor stakeholder management Ignorance of risks	Good support Honesty Trust	No salary increases No growth opportunities

Please list the things that motivate you to perform better at work	What are the things that you think your leader should do to enhance your performance?	In your opinion, what could be a possible reason for a project not to succeed	What do you expect from your manager in order for you to perform effectively?	What could make you leave the organization or intend to?
Bonus Team Benefits Capable teammates	Holiday trips Certificates of achievement	Corruption Lack of leadership	Acknowledge Rewards	Better opportunities elsewhere
Constructive feedback	Clear communication	Good management	Effective management	Opportunities for growth somewhere
Manager feedback Recognition Rewards	Rewards Performance support	Poor management	Feedback Encouragement	Better opportunities somewhere
Positive feedback Promote	Rewards Promotion	Poor project management skills	Recognition	Better opportunities
Incentive Great working environment	Training	Communication	Accountability Support Communicate	Poor incentives
Bonus Salary increase	Encouragement Motivation	Project feasibility Low motivation	Motivation Poor encouragement	Poor appreciation
Skills development Benchmarking	Communication Social cohesion	Poor stakeholder engagement Poor support	Support Engagement	Micro-management Lack of motivation
Good work environment	Acknowledgement of work	Communication breakdown	Support and resources availability	Poor recognition

Teamwork	Resources	Poor management		Poor work environment Lack of growth
Please list the things that motivate you to perform better at work	What are the things that you think your leader should do to enhance your performance?	In your opinion, what could be a possible reason for a project not to succeed	What do you expect from your manager in order for you to perform effectively?	What could make you leave the organization or intend to?
Salary Bonus Good work environment Teamwork		Being trusted	Poor communication Poor leadership Bureaucracy Working environment Motivation	Lack of growth and development
Good work environment	Team building	Poor guidance Poor communication	Incentives	New opportunities
Performance bonus Salary increase	Training Skills development	No acknowledgement	Poor management	Less salary
Friendly environment Learning environment	Training Workshops Courses	No teamwork No resources No motivation No respect	Team check-ups Appreciation	Salary No opportunities
Skills	Skills development	Good communication	Support	Poor salary
Money	Rewards Motivation	Conflict	Professionalism	Disrespect
Outdoor space	Regular feedback	Participate of all stakeholders		

Teamwork	Recognition for performance			New opportunities
Salary				

As shown in Table 4.18.1, there were broad responses to the open-ended questions. In general, better performance seemed to rely more on rewards and the work environment. Rewards in the form of money, better salaries, benefits, compliments, and bonuses were essential for improving performance, while a friendly environment characterized by teamwork, positive feedback, meetings, and workshops was found to be motivating.

The possession of skills was deemed to be critical for motivation of performance. Respondents also strongly suggested that leaders should enhance skills development through training subordinates and other interactive strategies. Additionally, respondents believed that leaders and managers should be supportive by encouraging, trusting, recognizing, and rewarding performance.

The main reason for project failure seemed to be poor management and leadership, which resulted in poor communication, poor planning, and other managerial inadequacies. On the other hand, delegation, provision of resources, good supervision, equal treatment, and rewarding good performance were deemed essential for project success. At the same time, unhappiness, poor rewards, and opportunities elsewhere were considered the main reasons for leaving an organization.

4.19   Summary of Findings

Evidence of data analysed in this study suggests a positive effect of transactional leadership behaviours on employee performance. The findings echo and complement findings from other studies in the literature, which suggest a positive relationship between transactional managerial behaviours and employee productivity. In this study, respondents indicated that they are motivated and inspired by various rewards, including bonuses, complements and performance incentives. While punishments and rewards often characterize transactional relationships, it was discovered that the productivity behaviours of workers in the carpentry industry were not likely to be positively impacted by punishments. For an effective transactional relationship, the methods and strategies for the transactional relationship were found to require a mutually beneficial relationship between transactional-based leaders and their

supporters for goal attainment. The leadership methodology adopted was found to be vital in attaining transactional goals as well as in promoting performance among subordinates. Having an effective and efficient transactional team was found to have a positive effect on productivity. In support of this, such mediating factors as the manager's attitude, support mechanisms, and performance appraisal were found to be essential components of the transactional relationship in this study. Training and employee development were also key elements of transactional leadership behaviours. The results of this study widely support those of the literature on transactional leadership and employee performance.

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter offers a summary of the research, a meaningful conclusion based on the analysis of the results, and suggestions. The conclusion provided in this study is expected to inform future studies and broaden the appreciation of transactional leadership behaviours. Furthermore, the chapter provides recommendations for the effective application of transactional leadership theory in organizations.

The structure of the carpentry sector in the country can be considered within three tiers: national carpentry, which considers the entire carpentry industry and its contribution to national development, and provincial and local carpentry sectors, which both contribute to the development of provinces and local communities. The carpentry sector's performance within localised issues tends to be critical for generating employment in communities and developing municipalities and small communities. Transactional leadership has been explored in this study to ensure the effective growth and development of the carpentry sector as a contributor to local, provincial, and national economic development.

5.2 Summary of the Study

This study was formulated against vital observations that leadership is an essential determinant of organizational success. The study was mindful that many leadership styles explain the conduct and way of motivation on which leaders rely. The transactional leadership model was considered necessary for review. The study was brought up by the employment challenges facing South Africa. The carpentry sector has been essential for self-employment and the absorption of those with limited skills. Its vibrancy is, therefore, critical in the South African economic space. The study considered the Covid-19 pandemic, which resulted in a complex business environment. As highlighted in the study's problem statement, due to the Covid-19 pandemic, many industries, including the carpentry sector, experienced diminishing competitiveness resulting in the need for appropriate leadership styles for rejuvenation. The study was formulated to explore the transactional leadership theory in the carpentry sector. The research was oriented to the factors for successful transactional leadership behaviour and the mediating factors for effective transactional leaders within a selected carpentry enterprise in Cape Town. Carpentry projects are often composed of processes aimed

at achieving desired outcomes in the shortest possible time and coordinated and managed employees to undertake many parts of the delivery process (carpentry performance) following different leadership styles.

The research sought to establish the role of transactional leadership behaviours in the performance of project-based carpentry enterprises and the possible impact on the delivery of desired outcomes. The attainment of performance outcomes was considered significant depending on the nature of leadership and how well subordinates are positively influenced. The literature review conducted in this study demonstrated that transactional leadership styles tend to inspire desired performance through rewards and other bonuses that are exchanged for positive or desirable performance. The literature explained that this give-and-take relationship is the basis of transactional leadership behaviour. Furthermore, in a short time frame project situations, transactional leadership strategies tend to promote the achievement of targets within required time frames. The study followed a case study approach whereby a project-based carpentry organization was chosen, and twenty-seven members of the carpentry organization participated in the study by completing a questionnaire. The study found that transactional leadership positively impacted employees' performance behaviours and inspired or motivated employees to perform.

5.3   Revisiting the Aim and Objectives of the Study

The main objective was as follows:

- To evaluate the effect of transactional leadership on the efficiency of carpenters at a project-based organization.

The Secondary objectives were:

- To ascertain how organizational effectiveness in a project-based carpentry organization relates to transactional leadership.
- To explore how transactional relationships affect the productivity of carpenters at a project-based organization.

5.4   Summary of Findings

Transactional leadership style positively influences the performance of employees across industries. Recognizing this, transactional leaders and their followers must have a mutually advantageous connection for every organization to succeed. In essence, the leadership approach is crucial for achieving transactional goals and elevating

subordinates' performance. Although leadership continues to be a key factor in determining organizational performance, having a successful and efficient project team is crucial. The results of the study highlighted the importance of effective communication in a transactional leadership environment. Clear communication between leaders and employees can improve the performance of the workers and the project. Furthermore, the results showed that a balance between transactional and transformational leadership styles can lead to the most effective outcomes.

Overall, the study found that transactional leadership can have a positive impact on the performance of a project-based carpentry organization in the Western Cape, if it is combined with effective communication, recognition of good performance, and a balance with transformational leadership styles.

5.4.1 Recommendations and classification of the findings

The recommendations below arise from the summary of findings, and the research questions and objectives discussed earlier.

5.4.2 Recommendation 1

A transactional leadership style recognizes the beneficial effects of performance and recommends that performance management in project-based carpentry-based enterprises be updated to strengthen the provision of rewards and benefits to performance. It is recommended that constant updates of the transactional arrangement are likely to boost the performance of workers by making their welfare important.

5.4.3 Recommendation 2

Leaders in the carpentry sector should consider introducing transactional strategies to increase employee productivity. The leaders may have to strengthen performance appraisal systems and performance-based reward strategies to promote productivity through beneficial transactions. Organizations should also set aside financial resources to reward performance and realize the benefits of increased performance associated with productivity transactions.

5.4.4 Recommendation 3

Leaders in the carpentry sector who are aligned to certain leadership styles such as transformation, democratic or autocratic should consider a hybrid of leadership

strategies where the reward for performance systems are also included within their leadership style. This follows the finding that employees in the carpentry sector have a strong response to reward systems where their efforts are recognized.

5.4.5 Recommendation 4

Transactional leaders should cultivate strong relationships and performance contracts with employees to realise desirable organizational outcomes. Van Eeden (2011), who suggested that a substantial amount of employee performance is due to relatively tranquil projects that offer a destination for transactional interactions, encouraged the development of smart transactional leadership for all. In other words, the transactional leadership style thrives well in suitable workplace environments.

5.5 Conclusion

This study was designed to look at several leadership philosophies for the carpentry industry. This study investigated the link between transactional leadership style and worker performance or productivity in the carpentry industry. The elements that influence the link between transactional behaviours and performance were also examined in the study. When performance is linked to rewards, employees or workers tend to perform better and become more productive as they pursue their efforts' rewards and advantages. This study uncovered the transactional leadership style in the carpentry sector. The study found evidence that supports previous studies, which found that transactional leadership practices have a positive relationship with worker performance. Components of transactional leadership and employee performance relationships, such as the manager's attitude, performance appraisal, employee support, and training and employee development, were critical in realizing desirable outcomes. The link between transactional leadership theory and other social science theories of motivation and organizational behaviour was found to be close and vital for the realization of goals and objectives in organizations.

REFERENCES

Abawi, K., (2013). Data collection instruments (questionnaire & interview). Geneva: Geneva Foundation for Medical Education and Research.

Aga, D.A., (2016). Transactional leadership and transactional success: the moderating role of goal clarity. Procedia Computer Science100 (21):517-525.

Ahmed, R., Azmi, N., Masood, M.T., Tahir, M. and Ahmad, M.S. 2013. What does transactional leadership really do? International Journal of Scientific & Engineering Research, 4(1):1-8.

Akar, A.Y.T.U.Ğ., (2010). Transformational and transactional leadership characteristics of intercollegiate athletes and non-athletes. Unpublished doctoral dissertation). Middle East Technical University, Turkey.

Akaranga, S.I. and Makau, B.K., (2016). Ethical Considerations and their Applications to Research: A Case of the University of Nairobi. Journal of educational policy and entrepreneurial research, 3(12):16

Akhigbe, O.J., Finelady, A.M. and Felix, O.O. 2014. Transactional leadership style and carpentry satisfaction in Nigerian Banking sector. European journal of business and management, 6(26):15-24.

Akhtar, D.M.I., (2016). Research Design. Available at SSRN 2862445. Research in Social Science: Interdisciplinary Perspectives

Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance. Journal of Human Resources Management Research, 8(14):1-10.

Al-Malki, M., & Juan, W. (2018). Leadership styles and job performance: A literature review. Journal of International Business Research and Marketing, 3(3), 40-49.

Alvi, M. (2016). A manual for selecting sampling techniques in research.

Amarasena, T.S. Award, A.R. & Hague, A.K. M. 2015. The effects of democratic factors on job satisfaction of University Faculty members in Sri Lanka. International Journal of Academic Research and Reflection, 3(4): 89-106.

Annum, G. (2018). Research instruments for data collection.

Anwar, K. (2017). Leading Construction Transactional Teams: The Effectiveness of Transformational Leadership in Lv & Zhang Dynamic Work Environments in Kurdistan. International Journal of Advanced Engineering, Management and Science, 3(10):985-990.

Arham, A.F., Boucher, C. & Muenjohn, N. 2013. Leadership and Entrepreneurial Success: A Study of SMEs in Malaysia. World Journal of Social Sciences, 3(5):117–130.

Arham, A.F., Boucher, C. & Muenjohn, N. 2013. Leadership and Entrepreneurial Success: A Study of SMEs in Malaysia. World Journal of Social Sciences, 3(5): 117–130.

Arkkelin, D., (2014). Using SPSS to understand research and data analysis.

AYDIN, B. (2018). The role of organizational culture on leadership styles. MANAS Sosyal Araştırmalar Dergisi, 7(1), 267-280.

Basit, A., Sebastian, V. & Hassan, Z. 2017. Impact of Leadership Style on Carpentry Performance (a case study on a private organization in Malaysia). International Journal of Accounting & Business Management, 5(2): 112–130.

Bass, B. M., Waldman, D. A., Avolio, B. J., & Bebb, M. (1987). Transformational leadership and the falling dominoes effect. Group & Organization Studies, 12(1):73-87.

Boxall, P. 2013. Mutuality in the management of human resources: assessing the quality of alignment in employment relationships. Human Resource Management Journal 23(1): 3–17.

Brahim, A.B., Ridic, O. and Jukic, T., (2015). The effect of transactional leadership on carpentry performance-Case study of 5 Algerian banking institutions. Economic Review: Journal of Economics and Business, 13(2):7-20.

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. Qualitative research in psychology, 3(2):77-101.

Chaudhry, A.Q. And Javed, H., (2012). Impact of transactional and laissez-faire leadership style on motivation, International Journal of Business and Social Sciences. 3 (7): 258-264.

Cherry, K., 2012. Leadership theories-8 major leadership theories. Retrieved March, 23-62.

Chintaman, S.A., (2014). Business research method-A review. International Journal of Management Research and Reviews, 4(3):416-420.

Construction Industry: A Case of COVID-19. Mediterranean Journal of Social Sciences, 14(11): 122-128

DeSorbo, D.G. 1994. Leadership styles. Director Cincinnati, Ohio, 2(4):135–136

Díaz-Vilela, L.F., Rodríguez, N.D., Isla-Díaz, R., Díaz-Cabrera, D., Hernández-Fernaud, E. and Rosales-Sánchez, C., (2015). Relationships between Contextual and Task Performance and Interrater Agreement: Are There Any? PloS one, 10(10): 139-898.

DuBois, M., Koch, J., Hanlon, J., Nyatuga, B. and Kerr, N., (2015). Leadership Styles of Effective Transactional Managers: Techniques and Traits to Lead High-Performance Teams. Journal of Economic Development, Management, IT, Finance & Marketing, 7(1):30-46.

Ensley, M.D., Pearce, C.L. & Hmieleski, K.M. 2006. The moderating effect of environmental dynamism on the relationship between entrepreneur leadership behavior and new venture performance. Journal of Business Venturing, 21(2): 243–263.

Eresia-Eke, C. & Mabasa, T. 2018. Prevalent leadership styles of Black top managers in South African State-owned Enterprises (SOEs). African Journal of Public Affairs, 10(4): 1–20.

Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. American journal of theoretical and applied statistics, 5(1), 1-4.

Folta, T.B., Cooper, A.C. & Baik, Y.S. 2006. Geographic cluster size and firm performance. Journal of Business Venturing, 21(2): 217–242.

Gamil, Y., Alhagar, A. 2020. The Impact of Pandemic Crisis on the Survival of

Ghorbani, M. K., Hamidifar, H., Skoulikaris, C., & Nones, M. (2022). Concept-Based Integration of Project Management and Strategic Management of Rubber Dam Projects Using the SWOT–AHP Method. Sustainability, 14(5), 2541.

Han, S.F., Zhu, R.F. & Zhao, J. 2017. A study of clinical psychological nursing research hotspots in China and variation trends based on word frequency analysis and visualization analysis. Chinese Nursing Research, 4(4):186–191.

Hussain, S.T., Abbas, J., Lei, S., Jamal Haider, M. & Akram, T. 2017. Transactional leadership and organizational creativity: Examining the mediating role of knowledge sharing behavior. Cogent Business and Management, 4(1): 1–11.

Igbaekemen, G.O., 2014. Impact of leadership style on organisation performance: A strategic literature review. Public Policy and Administration Research, 4(9):126-135.

Iqbal, N., Anwar, S., & Haider, N. (2015). Effect of leadership style on employee performance. Arabian Journal of Business and Management Review, 5(5):1-6.

Issue, V., Linge, T.K. & Asiimwe, J.B. 2016. The Relationship between Laissez-Faire Leadership Style and SMEs Growth in the Top 100 SMEs in Kenya. Name of Journal, 5(7): 240–245.

Jones, T.L., Baxter, M.A.J. and Khanduja, V., (2013). A quick guide to survey research. The Annals of the Royal College of Surgeons of England, 95(1):5-7.

Kabeyi, M. J. (2018). Transformational vs transactional leadership with examples. The International Journal of Business & Management, 6(5), 191-193.

Kalsoom, Z., Khan, M.A. and Zubair, S.S., (2018). Impact of Transactional Leadership and Transformational Leadership on Carpentry Performance: A Case of FMCG Industry of Pakistan. Industrial Engineering Letters, 8(3):23-29.

Khan & Nawaz, A. 2016. The Leadership Styles and The Carpentry Performance: A Review. Gomal University Journal of Research [GUJR], 32(2): 144–150.

Kivunja, C. and Kuyini, A.B., (2017). Understanding and Applying Research Paradigms in Educational Contexts. International Journal of Higher Education, 6(5):26-41.

Koech, P.M. & Namusonge, P.G.S. 2012. The Effect of Leadership Styles on Organizational Performance at State Corporations in Kenya. 2(1): 1–12.

Koopmans, L., Bernaards, C.M., Hildebrandt, V.H., Schaufeli, W.B., de Vet Henrica, C.W. and van der Beek, A.J., (2011). Conceptual frameworks of individual work performance: a systematic review. Journal of occupational and environmental medicine, 53(8):856-866.

Kužnin, M., & Walker, J. K.2017. Contemporary leadership challenges in hospitality organizations in times of uncertainty and change. In DIEM: Dubrovnik International Economic Meeting, 3(1): 455-468).

Lategan, T.E., (2013). The impact of leadership styles on transactional success within the customer project-based division of a South African mobile telecommunication company (Doctoral dissertation, Cape Peninsula University of Technology), 11-47.

Lauck, R. (2019). Indicators for measuring transformational and transactional leadership. Scientific Programme Committee, 486.

Leedy, P.D. and Ormrod, J.E., (2013). Practical Research: Planning and Design. 10(2):5-9.

Li, J.-L. 2017. Cultural barriers lead to inequitable healthcare access for aboriginal Australians and Torres Strait Islanders. Chinese Nursing Research, 4(4): 207–210.

Limsila, K. and Ogunlana, S.O., (2010). Linking personal competencies with transformational leadership style evidence from the construction industry in Thailand. Journal of Construction in Developing Countries, 13(1):27-50.

Liu, Y., Shen, Y., Zhu, W., Qiu, J.-B., Huang, Q. & Ye, W.-Q. 2017. Clinical assessment indicators of postpartum haemorrhage: A systematic review. Chinese Nursing Research, 4(4): 170–177.

Lv, C.-M. & Zhang, L. 2017. How can collective leadership influence the implementation of change in health care? Chinese Nursing Research, 4(4): 182–185.

McCandles, k. 2022. Pros and Cons of Transactional Leadership [Online] available fromhttps://www.fool.com/the-ascent/small-business/human-resources/articles/transactional-leadership/ [Assessed 18/05/2022]

Mottoh, S., 2015. The Influence of Transformational and Transactional Leadership Style on Carpentry Performance (Case Study: Dinas Kesehatan Manado). Jurnal BerkalaIlmiah Efisiensi, 15(4):436-446.

Murugesan, R. 2012. Attributes of Leadership for Success in Transactional Management. International Journal of Engineering and Management Science, 3(3): 326-335.

Nanjundeswaraswamy, T.S. and Swamy, D.R. 2014. Leadership styles. Advances in management, 7(2): 57-62.

Nawoseing'ollan, D. & Roussel, J. 2017. Influence of Leadership Styles on Carpentry Performance: A Study of Turkana County, Kenya. International Journal of Business and Social Science, 8(7): 82–98.

Northouse, P.G., (2018). Leadership: Theory and practice. Sage publications, 31-43.

Novo, B., Landis, E. & Haley, M.L. 2017. Leadership and Its Role in the Success of Transactional Management. Journal of Leadership, Accountability, and Ethics, 14(1): 73-78.

Nubuor, S.A., Hongyi, X. and Frimpong, S.K., (2014). The Impact of Transformational Leadership Style on Transactional Success: An Empirical Study of Banking Projects in Ghana. International Journal of ICT and Management, 2(4):85-95.

Obasan Kehinde, A. and Hassan Banjo, A., (2014). A test of the impact of leadership styles on carpentry performance: A study of department of petroleum resources. International Journal of Management Sciences, 2(3):149-160.

Obasan, K.A. & Hassan, B.A. 2014. A Test of the Impact of Leadership Styles on Carpentry Performance: A Study of Department of Petroleum Resources. International Journal of Management Sciences, 2(3): 149–160.

Odumeru, J.A. and Ogbonna, I.G., (2013). Transformational vs transactional leadership theories: Evidence in literature. International Review of Management and Business Research, 2(2):355-356.

Ogunnusl, M., Hamma-Adama, M., Salman, H. and Kouider, T. 2020. COVID-19 pandemic: the effects and prospects in the construction industry. International journal of real estate studies 14(2):120-128.

Ojokuku, R.M., Odetayo, T.A. and Sajuyigbe, A.S., 2012. Impact of leadership style on organizational performance: a case study of Nigerian banks. American journal of business and management, 1(4):202-207.

Oke, A.E., (2010). An examination of transactional management leadership styles of Nigerian quantity surveyors. Journal of Building Performance, 1(1):57-63.

Paracha, B.M.U., Qamar, A., Mirza, A. & Waqas, H. 2012. " Impact of Leadership Style (Transformational & Transactional Leadership) On Carpentry Performance & Mediating Role of Job S "Impact of Leadership Style (Transformational & Transactional Leadership) On Carpentry Performance & Mediating Role of Jo. Global Journal of Management and Business Research, 12(4): 54–64.

Paracha, M.U., Qamar, A., Mirza, A., Hassan, I.U. and Waqas, H., (2012). Impact of leadership style (transformational & transactional leadership) on carpentry performance & mediating role of job satisfaction. Study of private school (educator) in Pakistan. Global Journal of Management and Business Research, 12(4):55-64.

Pérez Gómez-Ferrer, A., (2017). Communication problems between actors in construction projects (Masters Dissertation, Aalto University), 5-64.

Preiser, W. and Vischer, J. eds., 2006. Assessing building performance. Routledge.

Rajasekar, S., Philominathan, P. and Chinnathambi, V., (2013). Research methodology, 28-30.

Rampersadh, V., 2015. The Impact of Leadership Styles on Carpentry Performance in the Consultant Civil Engineering Industry (Doctoral dissertation, University of KwaZulu-Natal, Westville), 4-30.

Rodrigues, A.D.O. and Ferreira, M.C., (2015). The impact of transactional and transformational leadership style on organizational citizenship behaviors. Psico-USF, 20(3):493-504.

Setia, D. P. B. 2021. The influence of women leaders and their leadership style on employee engagement through talent management as mediating variable. Turkish Journal of Computer and Mathematics Education (TURCOMAT), 12(3): 3377-3388.

Solomon, A. & Steyn, R. 2017. Leadership style and leadership effectiveness: Does cultural intelligence moderate the relationship? Acta Commercii, 17(1): 1–13.

Sundi, B.K. 2013. Effect of Transformational Leadership and Transactional Leadership on Carpentry Performance of Konawe Education Department at Southeast Sulawesi

Province. International Journal of Business and Management Invention ISSN (Online, 2) (12): 2319–8028.

Sundi, K., (2013). Effect of transformational leadership and transactional leadership on carpentry performance of Konawe Education department at Southeast Sulawesi province. International journal of business and management invention, 2(12):50-58.

Supriadi, O., Musthan, Z., Odah, S., Nurjehan, R., Haryanti, Y.D., Marwal, M.R., Purwanto, A., Mufid, A., Yulianto, R.A., Farhan, M., Fitri, A., Fahlevi, M. & Sumartiningsih, S. 2020.Did Transformational, Transactional Leadership Style and Organizational Learning Influence Innovation Capabilities of School Teachers during the Covid-19 Pandemic? Sys Rev Pharm, 11(9):299-311

Taherdoost, H., (2016). Sampling methods in research methodology; How to choose a sampling technique for research, 15-26.

Thomas, P.Y., (2010). Towards developing a web-based blended learning environment at the University of Botswana (Doctoral dissertation), 291-334.

Tomás-Callejas, A., López-Gálvez, F., Sbodio, A., Ares, F., Artés-Hernández, F. & Suslow, T. V. 2012. Chlorine dioxide and chlorine effectiveness to prevent Escherichia coli O157:H7 and Salmonella cross-contamination on fresh-cut Red Chard. Food Control, 23(2): 325–332.

Totawar, A. and Prasad, M., (2016). Research Methodology: A Step-by-step Guide for Beginners. South Asian Journal of Management, 23(3):210.

Vasilescu M.2019.Leadership styles and theories in an effective management activity, 23(4):47-52

Veliu, L., Manxhari, M., Demiri, V. and Jahaj, L., (2017). THE INFLUENCE OF LEADERSHIP STYLES ON CARPENTRY'S PERFORMANCE. Management (16487974), 31(2):59-69.

Wen, T. B., Ho, T. C., Kelana, B. W. Y., Othman, R., & Syed, O. R. (2019). Leadership styles in influencing employees' job performances. International Journal of Academic Research in Business and Social Sciences, 9(9): 55-65.

Xiong, R., (2010). Leadership in transactional management (Doctoral dissertation, Georgia Institute of Technology) 8: 7-28.

Xu, J.H. 2017. Leadership theory in clinical practice. Chinese Nursing Research, 4(4): 155–157.

Zareen, M., Razzaq, K. & Mujtaba, B.G. 2015. Impact of Transactional, Transformational and Laissez-Faire Leadership Styles on Motivation: A Quantitative Study of Banking Carpentry in Pakistan. Public Organization Review, 15(4): 531–549.

Zhang, C.C., Zhu, R.F., Zhao, H.N., Jin, Z.Z., Yan, F.R., Zheng, X. & Pan, X.J. 2017. Current research status and research hotspots in Chinese geriatric medicine: Data retrieved from the Chinese Journal of Geriatrics. Chinese Nursing Research, 4(4): 201–206.

Zhao, H., Zhao, P., Wang, Y.N., Guo, Y.L. & Wu, R.H. 2017. Reasons for failure to continue home therapy in patients with haemophilia: A qualitative study. Chinese Nursing Research, 4(4): 178–181.

APPENDICES

Annexure A: Questionnaire

A Case Study of transactional leadership style impact on employee performance at a project-based organization in the Western Cape.

Transactional leadership understanding of carpentry performance principles, methodologies and knowledge areas. Please indicate your level of agreement to each of the following statements by crossing the most applicable option. Tick (√) the appropriate scale with 1: strongly disagree, 2: disagree, 3: neutral, 4: agree and 5: strongly agree.

1. Transactional Leadership style of Transactional Managers	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
TRANSACTIONAL STYLE AND CARPENTRY PERFORMANCE					
1.1. You work best when you are rewarded.	1	2	3	4	5
1.2. Punishment for not performing motivates me to work and perform higher.	1	2	3	4	5
1.3. My manager uses rewards to get me to perform higher.	1	2	3	4	5
1.4. My manager makes clear what one can expect to receive when performance goals are achieved.	1	2	3	4	5
1.5. My manager always corrects the errors and mistakes to improve my performance.	1	2	3	4	5
1.6. Performance rewards makes my job exciting.	1	2	3	4	5
1.7. Money and bonuses are my powerful motivators.	1	2	3	4	5

Please indicate your level of agreement to each of the following statements by crossing the most applicable option. Tick (√) the appropriate scale with 1: strongly disagree, 2: disagree, 3: neutral, 4: agree and 5: strongly agree.

2. Transactional Leadership style of Transactional Managers	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
LEADERSHIP INFLUENCE IN SUCCESS OF THE TRANSACTIONAL					
2.1. My manager does not monitor my performance or keep track of mistake.	1	2	3	4	5
2.2. Should the manager punish those who fail to meet job standards?	1	2	3	4	5
2.3. My manager's recognition motivates and inspire me.	1	2	3	4	5
2.4. My manager always gives me positive feedback when I perform well and reward me.	1	2	3	4	5
2.5. Employees shall be given rewards or punishments to motivate them to achieve organizational objectives and finishing of the project	1	2	3	4	5
2.6. Your manager's attitude towards you has a positive effect.	1	2	3	4	5

3.1. Please indicate firstly, your own monthly income followed by the household MONTHLY INCOME (including all sources like pension, government grants and investments).			3.2. Which of the following is best estimation of the range you think performance team will spend in annual sales?	
No income	☐	☐	R0 –1 200 000	☐
R1 - R10 000.00	☐	☐	R1 200 001 – R1 400 000	☐
R10 001 – R10 750.00	☐	☐	R1 400 001 – R1 600 000	☐
R10 751 – R20 000.00	☐	☐	R1 600 001 – R1 800 000	☐
R20 001 – R20 500.00	☐	☐		

R20 501 – R30 000.00	☐	☐	R1 800 001 – R2 000 000 ☐
R30 001 – R40 000.00	☐	☐	R2 000 001+ ☐
R40 001 – R50 000.00	☐	☐	
R50 001 – R80 500.00	☐	☐	
R80 501 – R110 000.00	☐	☐	
R110 001 – R150 500.00	☐	☐	
R150 500+	☐	☐	
Refuse to answer	☐	☐	
Do not know	☐	☐	
Other specify …			

Please indicate 'yes' or 'no' and comment to each of the following statements by crossing the most applicable option. Tick (√) the appropriate scale with 1: strongly disagree, 2: disagree, 3: neutral, 4: agree and 5: strongly agree.

4. THE INFLUENCE OF TRANSACTIONAL LEADERSHIP COMPONENTS	yes	No	Comment
4.1. Would you like your manager to enhance your performance?			
4.2. Is your manager ever done Team building?			
4.3. In your organisation have you been explored in Skills & Knowledge Transfer?			
4.4. Will promotions and bonuses encourage you to be more productive?			
4.5. Have you been in Skills trainings or any developments?			

GENERAL QUESTIONS WITH REGARDS TO THE TRANSACTIONAL AND EMPLOYEE PERFORMANCE

Please list the things that motivate you to perform better at work

………
………
………
………

What are the things that you think your leader should do to enhance your performance?

………

………

………

………

In your opinion, what could be a possible reason for a project not to succeed?

………

………

………

What do you expect from your Manager in order for you to perform effectively?

………

………

………

What could make you leave the organization or intend to?

………

………

SECTION F: BIOGRAPHY

Please cross the appropriate box.

Screening questions

Gender

Female	**Male**

Age

18 – 25 years	**26 – 35 years**	**36 – 45 years**	**46 – 50 years**	**55+ years**

Please indicate your level of education:

Grade 12	**Diploma**	**Honours/Btech Degree**	**Master's Degree**	**PHD**

Please indicate your position at the company:

Project Manager	Line Manager	Administrator	General worker

How long have you been in the project-based organisation?

0 - 5 years	6 – 10 years	11 – 15 years	16 – more years

Have you been through any training and development in your field of work?

No	Sometimes	Fairly regularly	Always

Have you ever been promoted in the company since you worked here?

No, I haven't	No, just extra duties	Yes, once	Yes, twice or more

THANK YOU FOR TAKING PART IN THIS EXERCISE

Annexure B: Ethical Clearance

P.O. Box 1906 • Bellville 7535 South Africa •Tel: +27 21 4603291 • Email: fbmsethics@cput.ac.za
Symphony Road Bellville 7535

Office of the Chairperson Research Ethics Committee	Faculty:	**BUSINESS AND MANAGEMENT SCIENCES**

The Faculty's Research Ethics Committee (FREC) on **17 October 2019**, ethics **Approval** was granted to **Aphiwe Tinise (214104133)** for a research activity for **M Tech Bus Administration in Project Management** at Cape Peninsula University of Technology.
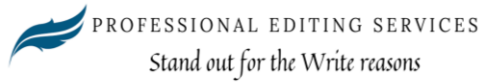
Title of dissertation/thesis/project:	**TRANSACTIONAL LEADERSHIP STYLE IMPACT ON EMPLOYEE PERFORMANCE AT A PROJECT-BASED ORGANISATION IN THE WESTERN CAPE.** Lead Supervisor (s): Mr S. Fore

Comments:

Decision: Approved

	12 November 2019
Signed: Chairperson: Research Ethics Committee	Date

Clearance Certificate No | 2019FOBREC724

72

Annexure C: Language Editor's Certificate

PROFESSIONAL EDITING SERVICES
Stand out for the Write reasons

Gerald T du Preez
PhD

22 Clivia Avenue
Brantwood, Kuils River, 7580
+27 (21) 903-3145 | +27 (83) 325 1842
geralddu9@gmail.com

Certificate of Editing

This serves to confirm that copy-editing and proofreading services were rendered to

for a master's thesis entitled

IMPACT OF TRANSACTIONAL LEADERSHIP STYLE ON THE PERFORMANCE OF CARPENTRY-BASED ORGANISATIONS IN THE WESTERN CAPE

APHIWE TINISE

with a final word count of 18 704 on 7 October 2022

I am a member of the Professional Editors' Guild (member number DUP015) and commit to the following codes of practice (among others):

- *I have completed the work independently and did not sub-contract it out*
- *I kept to the agreed deadlines and communicated changes within reasonable time frames*
- *I treated all work as confidential and maintained objectivity in editing*
- *I did not accept work that could be considered unlawful, dishonest or contrary to public interest*

I uphold the following editing standards:

- *proofreading for mechanical errors such as spelling, punctuation, grammar*
- *copy-editing that includes commenting on, but not correcting, structure, organisation and logical flow of content, formatting (headings, page numbers, table of contents, etc.), eliminating unnecessary repetition*
- *checking citation style is correct, punctuating as needed and flagging missing or incorrect references*
- *commenting on suspected plagiarism and missing sources*
- *returning the document with track changes for the author to accept*

I confirm I have met the above editing standards and professional, ethical practice. The content of the work edited remains that of the student.

Gerald T du Preez, PhD

Annexure D: Permission Letter from company

Phone: 021 510 0167
Website: www.rusticwood.co.za
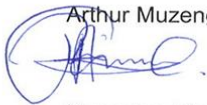Email: info@rusticwood.co.za
191 Koeberg Road, Brooklyn

01 March 2019

To Whom It May Concern

Dear Sir/Madam

This letter serves to certify Aphiwe Tinise has been granted permission to carry out research for her M Tech Degree, she will be allowed to conduct interviews of generic nature to gather analysis at Rustic Wood Furniture.

Yours Sincerely

Arthur Muzengeza

Managing Director
0215100167

IMPACT OF TRANSACTIONAL LEADERSHIP STYLE ON THE PERFORMANCE OF CARPERNTRY-BASED ORGANISATIONS IN THE WESTERN CAPE

ORIGINALITY REPORT

14%	12%	3%	5%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	etd.cput.ac.za Internet Source	1%
2	Submitted to Mancosa Student Paper	1%
3	hdl.handle.net Internet Source	1%
4	openscholar.dut.ac.za Internet Source	<1%
5	ir.cput.ac.za Internet Source	<1%
6	core.ac.uk Internet Source	<1%
7	Submitted to University of the Western Cape Student Paper	<1%
8	www.researchgate.net Internet Source	<1%

Submitted to Tilburg University