



**EFFECTS OF SUPERVISORS' LEADERSHIP STYLES ON JOB
SATISFACTION IN THE LOGISTICS INDUSTRY**

by

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2017

DECLARATION

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

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The dissertation is the result of my own independent work/ investigation, except otherwise stated. Other sources are acknowledged by giving explicit references. A bibliography is appended.

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DEDICATION

The dissertation is dedicated to my late mother Ms Mamokati Julia Tsepetsi, who gave me inspiration and support throughout my academic journey.

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ABSTRACT

Keywords: Effects, supervisors, leadership styles, job satisfaction, logistics, industry

The purpose of this study is to investigate the effects of supervisors' leadership styles (transformational, transactional and passive-avoidance) on job satisfaction in the logistics industry. This study advocates the way in which employees perceive their supervisors' leadership styles and their influence on job satisfaction. The fact is that employees play an indispensable role in the realisation of an organisation's goals and therefore it would be more crucial for an organisation to have employees who are willing to go beyond what is required of them.

In this study, a quantitative research method was used to investigate a sample size of 201 employees working in logistics departments in organisations situated in Southern Gauteng. In choosing a sampling method, convenience sampling method was used mainly because respondents were readily accessible and available to the researcher and also willing to participate in the study. Data were collected with the aid of a structured questionnaire and the results of the correlation analysis revealed that transformational, transactional, and passive-avoidance leadership styles are significantly and positively related to job satisfaction.

Based on the findings of the empirical survey, it was revealed that a positive association was found between transformational leadership and job satisfaction. A negative correlation was found between transactional, passive-avoidance and job satisfaction. Furthermore, the regression analysis showed that a transformational leadership style positively influences job satisfaction. Therefore, it was recommended that, to address negative correlations between transactional leadership styles on job satisfaction, supervisors/managers elicit desired performance from subordinates by motivating them externally. This can be done by rewarding subordinates for behaving in the expected manner and punishing them if they deviate. It was also recommended that to address negative correlation between passive-avoidance leadership style and job satisfaction supervisors/managers ought to give subordinates autonomy to make their own decisions and be able to solve work-related problems independently.

It is further recommended that since passive-avoidance leadership style is associated with unproductiveness, supervisors/managers avoid the use of such a leadership style.

The study concludes by recommending that a newer style of leadership such as authentic leadership can be introduced in order to influence employee job satisfaction positively. Servant leadership style can also be applied as this may influence job satisfaction positively.

The findings and recommendations of this study are important for supervisors/managers employed in the logistics industry since they provide insight regarding the styles of leadership that are more effective in influencing employee job satisfaction positively.

The implications for future research offer several opportunities in the area of leadership and job satisfaction. The study used a quantitative research design whereas the use of a mixed method approach may provide more meaningful results. Since the sample size was restricted, the study could also be expanded to include employees from other departments, such as finances, human resource and marketing.

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CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

Over the years, South Africa's business environment has evolved through a number of phases. The country's exposure to globalisation has compelled local leadership to consider challenges that are encountered in businesses. One of these challenges lies within the intense global rivalry for increased market share, not only within South African but also in international markets, through increased sales and improved profit margins (Fritz 2004:6). The environment in which businesses compete has migrated to the world stage. The globalisation of the world economy means that competition has become international and only world-class organisations will satisfy customer needs (Monga 2003:183). According to Turner (2000:6), the changing nature of competition, the challenge of global economics, the need to respond quickly to competitive pressures and the widespread availability of information, coupled with many other challenges, have forced organisations to reassess their managerial and leadership styles. This implies that major changes in business practices, methodologies and leadership competence are necessary to survive and compete effectively in this new environment.

Organisational leaders are aware that they face a future of rapid and complex change. Mester, Visser and Roodt (2003:72) suggest that this wave of future-oriented uncertainty, as well as individual demands for increased participation at all levels of the organisation, has dramatically changed the perception of leadership, specifically with regard to the roles played by leaders and their subordinates. To be successful in these competitive markets, it is important that organisational leaders understand the feelings and needs of employees. The amount of effort that an employee expends toward accomplishing organisational goals depends on whether the employee believes that this effort will lead to the satisfaction of his or her own needs and desires (Lam, Zhang & Baum 2001:157).

Naidu and Van der Walt (2005:1) posit that leadership is one of the main drivers of organisational success for the 21st century. Leadership may be perceived as a management function which is mostly directed towards people and social interaction, as well as a process of influencing people so that they will achieve the goals of the organisation (Skansi 2000:51). Mathews (1989:2) adds that for competitive survival, organisations should display a co-operative

relationship between management and the workforce. One way to achieve this co-operation is to provide an effective leadership style that satisfies the employees (Savery 1994:12). However, much of the research on leadership styles has concentrated on how the employees perceive those leadership styles.

Leadership style represents a fundamental aspect of leadership. Its significance stems from the contribution it makes to an organisation's success. For example, Gebert and Steinkamp (1991:162) argue that there is a positive correlation between the economic success of an organisation and the leadership style used. Leadership style is defined by how decisions are made in the organisation (Yousef 1998:276). Leadership style may be important to complex functioning because differences on how decisions are made within the organisation could affect the co-evolution of human and social capital. (Schreiber & Carley 2006:61).

According to Goleman (2000:78), different leadership styles used by individual leaders appear to have a direct and unique impact on the working atmosphere of an organisation, division, or team, and in turn, on its financial performance. The study will focus on the following leadership styles: transformational, transactional and laissez-faire leadership. Not everyone agrees that a particular style of leadership will result in the most effective form of organisational behaviour (Rad & Yarmohammadian 2006:13). According to Rad and Yarmohammadian (2006:13), different styles are needed for different situations, as each leader will need to know when to exhibit a particular approach. No single leadership style is ideal for every situation, since a leader may have knowledge and skills to act effectively in one situation but may completely fail in another situation.

1.1.1 Job satisfaction and leadership

Job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics (Robbins & Judge 2007:85). It is an affective reaction to a job that results from a person's comparison of outcomes with those that are desired, anticipated or deserved (Oshagbemi 1999:388). Afolabi (2005:102) posits that job satisfaction encompasses the feelings and thoughts that arise from the actual work experience that causes employees to be positively committed to an organisation. According to Robbins and Judge (2007:87), factors that influence job satisfaction are the work itself, promotional opportunities, the abilities of the supervisors to provide emotional and technical support, the extent to which fellow workers are supportive, working conditions and the equitability of remuneration.

Rad and Yarmohammadian (2006:11) view leadership as an important predictor of job satisfaction. Job satisfaction is therefore critical to retaining and attracting well-qualified personnel. Job satisfaction has to do with an individual's perception and evaluation of his or her job, and this perception is influenced by the person's unique circumstances like needs, values and expectations (Olasupo 2011:160). Employees will therefore evaluate their jobs based on factors that they regard as important to them. Satisfaction with a leader could play a mediating role between leadership behaviour and voluntary organisational turnover intentions (Wells & Peachey 2011:24). This implies that knowledge and level of awareness of workers on issues and problems affecting an organisation in which they have invested their talents and skills tend to affect their morale, job satisfaction and/or intention to quit an organisation (Adeniji & Akintayo 2009:100).

The relationship between job satisfaction and leadership style in different organisations has received research attention among scholars and researchers (Bartolo & Furlonger 2000:87). Yiing and Ahamad (2009:55) found that leaders who practice people-oriented leadership styles show concern for subordinates' wellbeing and personal needs. In the participative leadership style, the leader consults with the subordinates regarding the decisions to be made towards the accomplishment of organisational or group goals. Miller and Monge (1986:744) are of the view that a participative leadership style inculcates a positive attitude in employees, enhances productivity and stimulates higher levels of employee job satisfaction. A study undertaken by Packad and Kauppi (1999:6) reveals that different leadership styles have an influence on the job satisfaction of subordinates. When leaders demonstrated high levels of consideration and supportive behaviour, their subordinates tended to experience higher levels of job satisfaction.

The external environment in which manufacturing organisations operate is challenging. These challenges manifest themselves in the form of global competition, technological innovation, and dynamic labour legislations. This means that organisational leaders must possess great abilities that facilitate the creation of an enabling working environment in which employees are motivated to take initiatives and calculated risks, as well as being creative when they encounter various uncertain situations in the workplace.

The ultimate goal of a manufacturing organisation is to ensure that the desired quality and quantity of products are made available to consumers in the right place and time at an acceptable cost to the organisation. This goal is enshrined in the supply chain or logistics function of the business and can only be achieved if the organisation has the right calibre of leaders in the logistics department. This implies that for organisations to succeed, it is paramount that

employees involved within the supply chain are under the jurisdiction of capable leaders and are satisfied with the conditions under which they are expected to perform their jobs.

1.2 PROBLEM STATEMENT

Due to a shortage of talent at the top management of most organisations, there is insufficient leadership competency in South Africa (Smit & Carstens 2003:45). It is evident that change management and leadership are issues that South African organisations currently grapple with. Among the negative consequences of a shortage of change management leadership are a lack of skilled labour, hostile labour relations, employees who do not identify with organisational objectives and a high employee turnover rate (Smit & Carstens 2003:45). Employee commitment and loyalty towards the organisation depend on good leadership, communication, recognition and training. Most of the literature on employee turnover suggests that labour turnover is a hidden cost for most organisations (Lam *et al.* 2001:157)

Although an organisation's human resource management policies have an important impact on the success of its supply chain management strategy (Rinehart & Ragatz 1996:2, McAfee, Glassman & Honeycutt 2002:1; Gowen & Tallon 2003:37), logistics organisations have been particularly guilty of not placing sufficient emphasis on the growth and development of personnel (Bowersox, 1998:3). This is illustrated by the difficulties that organisations have in retaining truck drivers (Keller & Ozment 1999:98, Min & Emam 2002:149) and warehouse employees who are often modestly compensated and are required to perform relatively mundane and repetitive tasks due to poor job satisfaction resulting from, in part, the leadership styles of their superiors.

Although there is still no uniform answer to the question of which leadership style is the most efficient, research so far has revealed that leadership style is the cause, not the consequence of an organisation's performance. There are significant differences in leadership, monitoring, interpersonal relationships, application of methods, communication and other management components between successful and unsuccessful managers (Skansi 2000:52). It seems logical that there would be a link between leadership behaviour and employee attitudes such as job satisfaction (Stander & Rothmann 2009:7). However, according to Stander and Rothmann (2009:7), lack of research exists regarding the relationship between leader-empowering behaviour, job satisfaction and organisational commitment within South African enterprises.

With the growing importance of logistics activities within organisations and their impact on performance, it is necessary to investigate areas that influence this performance.

1.3 OBJECTIVES OF THE STUDY

1.3.1 Primary objective

The main purpose of the study is to investigate the leadership styles of logistics supervisors and their influence on the job satisfaction of logistics employees (procurement, transportation, warehousing, legal and administration) in logistics organisations situated in Southern Gauteng.

1.3.2 Theoretical objectives

In order to achieve the primary objectives, the following theoretical objectives have been formulated for the study:

- Conduct a literature study on the various leadership styles within organisations.
- Conduct a literature review of job satisfaction of employees within organisations.
- Carry out a review of the literature on the relationship between different leadership styles and job satisfaction within organisations and their effect on overall organisational performance.

1.3.3 Empirical objectives

The following empirical objectives have been formulated to support both the primary and theoretical objectives:

- Determine perceptions of logistics employees (procurement, transportation, warehousing, legal and administration) regarding the leadership styles of their supervisors.
- Determine the level of job satisfaction of logistics employees (procurement, transportation, warehousing, legal and administration).
- Explore the relationship between the leadership styles of supervisors and job satisfaction of logistics employees (procurement, transportation, warehousing, legal and administration).

1.4 RESEARCH APPROACH

The research approach is intended to provide a framework for conducting the research. It ensures that the method used to address the research problem is appropriate. The research approach employed in this study encompasses both a review of the literature and an empirical study.

1.4.1 Literature review

A literature study of leadership styles and its relationship with job satisfaction will be undertaken. Textbooks, journals, magazines, newspapers and the Internet will be utilised as sources of data.

1.4.2 The empirical study

A quantitative research approach will be employed in the study. Quantitative research can be defined as a research methodology that seeks to quantify the data - typically, it applies some form of statistical analysis (Malhotra 2007:143).

1.4.2.1 Sampling

A non-probability sampling method will be used. Non-probability sampling can be defined as a sampling technique in which elements that have a chance of being included in the sample have a probability that exceeds zero (Welman, Kruger & Mitchell 2007:268).

1.4.2.2 Target population

The target population will be restricted to logistics employees (procurement, transportation, warehousing, legal and administration) employed in logistics organisations in Southern Gauteng. A systematic random sampling technique will be used to obtain research participants.

1.4.2.3 Sampling frame

Sampling frame can be defined as a list of elements from which a sample can be drawn, which is also called the working group (Zikmund & Babin 2007:268). The sample frame to be used in the study will be drawn from the updated Yellow Pages of the region in the absence of a comprehensive database.

1.4.2.4 Sample size

A sample size refers to the number of elements to be included in the study (Malhotra 2007:338). Available historical information will be used to determine the sample size. Previous studies conducted by scholars such as Gebert and Steinkamp (1991:162), Sosik and Dinger (2007:140), Madlock (2008:66), Stander and Rothmann (2009:9), and Olasupo (2011:164), which are relevant to the current study, indicate that 200 respondents are sufficiently representative. Based on that prescription, the sample size for the current study is $n=200$.

1.4.2.5 Method of data collection

A survey in the form of a self-administered structured questionnaire will be used to collect all the relevant data. The preliminary questionnaire will be pre-tested on a sample of 10 respondents to determine its relevance, interpretation and validity. All aspects of the questionnaire will be pre-tested including question content, wording, response, form and layout, question difficulty and instructions (Zikmund 2000:65). This will be done in order to allow the researcher to address the problem statement and the empirical objectives of the study. In addition, the questionnaire will be pilot tested with a sample of 50 logistics employees (procurement, transportation and warehousing) in the manufacturing sector to establish the initial reliability of the questionnaire.

1.4.2.6 Measuring instrument

A questionnaire will be used for data collection and will be administered to the target population as indicated in Section 1.4.2.2. A questionnaire will be divided into sections A, B and C. Section A will comprise a demographical section eliciting information on biographical details of the respondents and general organisational profile. Section B will comprise questions relating to different leadership styles of supervisors. Section C will comprise questions relating to job satisfaction. A review of the literature will be conducted to adapt suitable scales for this purpose.

1.5 STATISTICAL ANALYSIS

All data will be analysed using the Statistical Package for Social Sciences (SPSS 19.0) for Windows. Before data input, editing and coding will be undertaken to ensure that missing value, incomplete questionnaires are appropriately dealt with. The following descriptive analysis will be undertaken to analyse the composition of the sample: measures of central tendency (mean, mode, median) and standard deviation. In order to establish relationships, correlation and regression analysis will be undertaken.

1.6 RELIABILITY AND VALIDITY

According to Bryman and Bell (2007:99), reliability may be perceived as the extent to which a test or procedure yields the identical results under constant conditions. The authors further define validity as the degree to which an instrument measures what it is supposed to measure. In the study, the reliability of the questionnaire will be determined using Cronbach's coefficient alpha. In this regard, Blanche, Durrheim and Painter (2006:489) suggest that an alpha value greater

than 0.70 is regarded as satisfactory internal consistency. Content, construct, convergent and predictive validities will be assessed by an evaluation of the questionnaire by experts in the field, through Pearson's correlations coefficients, regression analysis and Cronbach alpha coefficients.

1.7 ETHICAL CONSIDERATIONS

Ethics refers to moral principles or values governing the conduct or behaviour of an individual or a group (McDaniel & Gates, 1996:84). The following ethical issues that are relevant for a study will be adhered to:

- The researcher will obtain written approval from organisations to conduct the study.
- Participation in the study will be on a voluntary basis.
- The researcher will inform each respondent about the purpose of the study.
- Personal data of respondents will be processed fairly and lawfully and used only for the purpose of the study.
- Personal responses from individuals will not be ascribed to any individual. All data will be computed in aggregate and not be ascribed to any respondent.
- The questionnaire will not contain the names of respondents - anonymity of respondents will be maintained throughout the study.
- Professional competence in the data collection and analysis will be maintained.
- Independent objectivity in the interpretation of the survey findings will be upheld.

1.8 CHAPTER CLASSIFICATION

Chapter one: Introduction and background to the study. This chapter will focus on providing the background of the study and will include an outline of the problem statement, the research objectives and the research methodology to be employed.

Chapter two: Leadership styles, job satisfaction and the logistics environment. This chapter will provide an overview of different leadership styles and job satisfaction. In addition, previous literature on the relationship between leadership styles and job satisfaction will be undertaken. The chapter will conclude with an overview of the logistics environment among manufacturing organisations.

Chapter three: Research methodology. This chapter focuses on the research methodology employed in the empirical section of the study. The sampling method will be discussed. Data analysis and statistical techniques will be outlined. Reliability and validity methods used in the study will be addressed.

Chapter four: Analysis and interpretation of results. This chapter will deal with analysis, interpretation and evaluation of the research findings.

Chapter five: Recommendations. This chapter will present the recommendations, based on the main objectives and findings of the study. Limitations of the study and implications for further research will be outlined.

CHAPTER 2

LOGISTICS, LEADERSHIP AND JOB SATISFACTION

2.1 INTRODUCTION

In the previous chapter a brief introduction and background to the study was provided. The main objectives were set and the research methodology aspects were discussed. This chapter is divided into three sections. The first section of the chapter provides a detailed discussion on the overview of logistics and also describes the state of logistics in South Africa. The second part of the chapter provides a detailed discussion on leadership, evolution of leadership styles, and how leadership styles can be used to influence employee work outcomes. The third section of the chapter will provide review of literature on job satisfaction and also explore the relationship between leadership styles and job satisfaction.

A review of literature on the nature of logistics will be discussed in the next section.

2.2 OVERVIEW ON LOGISTICS

Numerous studies have been carried out by researchers to determine the value of logistics on the success of the organisation. A number of researchers often conducted studies in the field of logistics with an assumption that a relationship exists between a particular cause of action and logistics performance (Chow, Heaver & Henriksson 1994:17). However, much attention with regard to studies conducted in the discipline of logistics focused primarily on the influence that logistics-related systems and processes has on logistics performance, and this situation has therefore encouraged researchers into developing studies aimed at determining the influence of employee behaviours and attitudes on logistics performance (Autry & Daughterty 2003:174). Optimising customer service and satisfaction within an organisation is perceived to be highly influenced by the logistics function of an organisation and therefore, the organisation ought to look after those employed to make this happen (Pienaar 2005:82)

Some researchers are of the view that it is common for individuals to regard logistics as that function involving the movement of goods from one location to the other (Lummus, Krumwiede & Vokurka 2001:426). The concept of logistics has always been widely associated and used within the military environment, and this situation somehow resulted in most studies trying to establish the true meaning of logistics. The term “military logistics” came into existence and was

also considered to be an instrumental factor that made it possible for the army to fight and win their battles. The main emphasis behind the concept of military logistics was more of a concern with how the army personnel, together with all the resources, needed to be moved from one place to the other (Lummus, Krumwiede & Vokurka 2001:426). Pienaar (2005:78) is of the view that the word logistics simply means the application of reasoning, especially mathematical analysis and synthesis, to the complex and interrelated problems of coordinating manpower and supplies.

2.2.1 Defining logistics management

After the devastation of the Second World War, the concept of military logistics gave birth to a new concept which is currently relevant to the world of work called “business logistics management” (Pienaar 2005:79). The Council of Logistics Management define logistics management as that part of the supply chain process that plans, implements and controls the efficient, effective flow and storage of goods, services and related information from point of origin to the point of consumption in order to meet customer’s requirements (Rutner & Langley 2000:73). In this study a definition of logistics provided by Cavinato (1982) cited in Lummus, Krumwiede and Vokurka (2001:426) will be applied. The authors define logistics as the management of all inbound and outbound materials, parts, supplies and finished goods. Logistics is therefore perceived as that function that consists of the integrated management of purchasing, transportation, and storage on a functional basis.

A review of literature on logistics in South Africa will be discussed in the next section.

2.3 LOGISTICS IN SOUTH AFRICA

Logistics in South Africa, perceived to be growing at an accelerating rate, has received a great deal of attention as a management discipline (Cilliers & Nagel 1994:6). Logistics or supply chain management is the term which is used to describe transportation, storage and handling of products as they move along the value chain from the raw material source through the operation system to their final point of sale or consumption by consumers (Ittmann 2010:4). Logistics is that function within an organisation responsible for the movement of raw materials, goods and services to where they are needed at the required time (Strydom 2011:212). Waugh and Luke (2011:337) are of the view that the logistical challenge that most South African organisations are currently grappling with is that their international suppliers are situated far away and for this

reason, more pressure is exerted on logistics efficiencies of some organisations, making it more challenging and extremely expensive.

Although the logistics fraternity in South Africa continue to put pressure on logisticians to meet the needs of consumers on a daily basis, most organisations expect logisticians to ensure that this goal is achieved through keeping logistics costs as low as possible (Ittmann 2010:4). According to Strydom (2011:213), effective management of logistics is critical for enabling an organisation to maximise its profitability while maintaining its competitive advantage. Organisations, as a result, ought to acknowledge that an effective means of differentiating their services from those of competitors is by providing greater quality service to their customers (Clark, Hartline & Jones 2009: 210).

South Africa is perceived as having one of the most modern and extensive logistics and transport infrastructures in Africa. Over the years the increase in international trade relations between South Africa and other countries has posed a serious challenge to most logistics organisations to address problems related to the shortage of skilled logisticians and transportation professionals as this is sometimes viewed to be hampering an organisation's logistics performance (Raath 2005:5). Enhancing logistics performance in African economies is considered to be a crucial start towards creating a more productive, service-oriented and efficient solution to most logistical problems (Bhoola & Kambi-Shamba 2011:67).

A study conducted by Ugboro and Obeng (2000:248) revealed that the success of most organisations, particularly those based in Africa, is highly dependent on the ability of these organisations to produce goods and services that meet or exceed customers' quality expectations in order to help them survive in the long run. Organisations still search for effective strategies for managing employees and operation systems in ways that assure the transformation of inputs into quality outputs that meet or exceed customers' expectations. The achievement of this goal is somehow inherent in the logistics function of an organisation. The success or failure in any organisation is highly dependent on how its leadership optimises the use of its human capital to take advantage of strategic opportunities available in its market (Robbins, Judge, Odendaal & Roodt 2009:289).

Keller and Ozment (2009:379) claim that it will be a challenge to try to identify any organisation requiring a greater level of human interaction to accomplish a single day's operational goals than that found in the management of business logistics. However, most organisations face major challenges in recruiting, developing, supervising and retaining high-quality logistics personnel.

Against the background of increasing local and global competitiveness, it is crucial for any business organisation, particularly those operating in a developing country such as South Africa with limited skills resources, to ensure that it consistently develops and retains loyal, committed and an able workforce. This presupposes that employees who are satisfied with their work are likely to be motivated to continue their relationship with that organisation (Roos & Van Eeden 2009:54).

Knemeyer and Murphy (2004:775) indicated that despite organisations adhering to the use of latest technological advancement to enhance their logistics performance, individuals employed within logistics field continue to be the cause for concern. In other words, supervising and retaining high-quality logistics personnel continues to be a challenge that can somehow affect an organisation's logistics performance (Keller & Ozment 2009:379). Intuitively, front line supervisors through their leadership, influence the way employees respond towards them, and the type of relationship established between supervisors and employees, particularly in the logistics environment, has a profound influence on the success of the supply chain performance of an organisation.

Yukl (1989), cited in Griffin, Patterson and West (2001:538), reveals that the level of support and consideration of supervisors is a strong determinant of job satisfaction in a wide variety of work settings. However, a study conducted by Hotek (2002:64) revealed that organisations continue to promote individuals into supervisory positions merely because of their superior technical abilities, which begs the question of whether these individuals are sufficiently prepared to face the leadership challenges that are involved in a supervisory position. Huusko (2006:93) defines a supervisor as a person who represents the employer and works closely with the employees. Although the field of leadership is broad, the focus of this study is on employee experiences of supervisors' support, the extent to which supervisors provide encouragement and support to employees within their working environment.

Organisations, whether formal or informal have a tendency to use different titles to classify the job of a supervisor (Hotek 2002:61). For the purpose of the study, the following terms superior, foreman, middle manager and leader will therefore be used to describe the supervisor. A review on leadership will be provided in the next section.

2.4 LEADERSHIP

The subject of leadership has always been a very interesting topic for many leadership scholars. The continued search for good leaders has resulted in the development of many leadership

theories (Rad & Yarmohammadian 2006:13). According to Loke (2001:192), studies have been carried out by some leadership scholars to determine how leadership behaviour can be used to influence employees for better organisational outcomes. Werner (2011:352) is of the view that though some individuals often attribute the success of most organisations to chief executive officers or even executive professionals, in reality this is not the case. Individuals are sometimes placed in situations where they have lead, whether in their families, a team at work, being a manager at a small business or even at a large business organisation.

2.4.1 Defining leadership

Leadership is regarded as a significant facet of management within organisations. In the context of the workplace, leadership may be described as a social influence where the leader seeks the voluntary participation of employees to achieve organisational objectives. Leaders are termed good or bad by their actions and their ideologies (Penceliah & Mathe 2007:149). Strydom (2008:97) defines leadership as the process of influencing employees to work willingly toward the achievement of organisational objectives. According to Robbins *et al* (2009:290) leadership can be defined as the ability to influence a group towards the achievement of a vision or set of goals. Sanca (2009:2856) claim that judging from the human perspective, leadership can also be defined in terms of status, perceptions and behaviour of individuals in relation to other members within an organised group.

For the purpose of this study, the leadership definition provided by Achua and Lussier (2010:6) will be applied. The authors define leadership as the influence process of leaders and followers to achieve organisational objectives through change. The following five key elements will be discussed in relation to this definition:

- **Influence.** Influencing is the process whereby a leader communicates ideas, gains acceptance of them and motivates followers to support and implement the ideas through change.
- **Organisational objectives.** Effective leaders influence followers to think not only of their interests but also that of the organisation through a shared vision.
- **Change.** Influencing and setting objectives is about change. Organisations need to continually change, to adapt to the rapidly changing global environment.
- **People.** The context of people in this perspective is followers, because leadership is about leading people.

- **Leaders-followers.** The interaction between the leader and the followers.



Figure 2.1: Leadership definition key elements

Source: (Achua & Lussier, 2010:6)

Figure 2.1 emphasises the role that leadership plays in influencing change, and though this indicates how important people are to effect this change, it therefore presupposes that change can only be realised if both the leader and the followers work together towards achieving organisational objectives. Smit and Cartens (2003:45) are of the view that because leaders are expected to initiate, implement, and monitor the effect of change, leadership should take a central position within an organisation.

However, a study conducted by Oshagbemi and Gill (2004:93) indicates that a large volume of research on leadership focuses primarily on individuals occupying senior positions within organisations simply because of the fact that middle and front-line supervisors were perceived to have less important roles to play towards enabling organisations to succeed. Currently considering challenges that most organisations are faced with, including decentralisation of decision-making authority to lower organisational levels, the resultant development of leaders across all hierarchical levels has become the desired goal aimed at enhancing organisational effectiveness. As the characteristics of work change, so must the roles and tactics of modern leaders (Lyons & Schneider 2009:737).

Stinglhamber and Vandenberghe (2003:253) are of the view that changes most organisations are currently experiencing have indicated that supervisors are becoming a critical focus of exchange with employees than ever before. It is imperative that organisations acknowledge that supervisors are indeed an instrumental link between an organisation's top management and its employees and therefore as a result, supervisors' leadership is critical in enhancing employees' performances in the workplace. A review of literature on supervisors' leadership will be discussed in the next section

2.4.2 Supervisory leadership

As the leadership of middle managers and supervisors was studied decades ago, certain changes have become apparent, such as the leadership behaviour provided by these leaders when engaging with the followers (Huusko 2006:92). Studies conducted by Pihie, Sadeghi and Habibah (2011:1082) reveal that one way in which supervisors as leaders can influence organisational success is by paying more attention to environmental changes, which in turn helps them set appropriate goals and objectives. A significant factor that contributes to a supervisor's leadership effectiveness is the style of leadership adopted when interacting with the subordinates.

A study conducted by Hogan (1995), cited in Kotze and Venter (2010:415), made a distinction between two types of leadership, namely; supervisory leadership and general leadership. Supervisory leadership refers to the behaviour intended to provide guidance, support and corrective feedback for the day-to-day activities of work unit members. General leadership is defined as the behaviour of individuals that gives purpose, meaning and guidance to individuals by articulating a collective vision which appeals to ideological values, motives and self-perceptions of followers.

Middle and front line supervisors have always been regarded as a significant component of most organisations, and play an increasingly crucial role in delegating job tasks, managing employee performances and developing strategies for improving productivity, quality and safety (Michael, Guo, Wiedenbeck & Ray 2006:469). Studies conducted by Therkelsen and Fiebich (2003:123) revealed that an employees' level of satisfaction with both the job and the organisation are influenced by their perceptions of a supervisor's openness. Supervisors are seen as having a key role in communications between management and hourly paid employees (Therkelsen & Fiebich 2003:124). Due to decentralisation and other changes associated with organisations, supervisors' leadership behaviour, particularly the way in which supervisors interact with the employees, is

becoming more critical in influencing employees' performance and outcomes as compared to the influence of an organisation itself (Stinglhamber & Vandenberghe 2003:253).

According to Smit and Carstens (2003:45), South African organisations have always been faced with leadership challenges. These challenges are not unique to any specific organisation, but affect all organisations, regardless of their structure or size (Castro & Martins 2010:1). Studies conducted by Cameron (2008:24) revealed that in South Africa as well as globally, there is a shortage of good leaders and therefore less experienced people are frequently promoted into roles of greater responsibilities. Thus, organisations are often led by people whose background and training leave them inadequately or only partially prepared for the challenges they will face. The way in which leadership is exercised has a major influence on the vitality of an organisation, and as a result, leadership is an important means of initiating change (Vos 2002:777).

A study conducted by Maseti and Gumede (2011:1480) has demonstrated that leadership in Africa has always been highly influenced by cultures, beliefs, norms and values of the African people. As a result, this perpetuated a situation where leaders had more power over their followers and the notion that the leaders' word is the final one often revealed the dark side of leadership, which is now interpreted as autocracy. A brief review of leadership in South African organisations will be discussed in the next section.

2.5 LEADERSHIP IN SOUTH AFRICA

The world is characterised by radical change and, as a result, this exerts more pressure on South African organisations to cope with increasing international competition, powerful information technology, political transformation and customers who are becoming sophisticated and more demanding (Werner 2011:352). Leadership is perceived to be the key factor in determining whether South African organisations will be able to capitalise on the opportunities that evolve from these changes. Werner (2011:352) is of the view that the way in which organisations respond to these changes will be highly dependent on the values, attitudes, styles and responses of those individuals assigned to lead. Bagraim (2003:13) posit that it is crucial for organisations, particularly those operating in a country such as South Africa, to understand and manage the psychological factors that help to bring about both commitment and superior performance from employees.

Silverstone (2001:151) is of the view that effective leaders possess qualities that enable them to understand which leadership style to apply in a specific situation. The leadership style chosen by the leader is likely to be dependent on the nature of the task to be performed and the needs of the

subordinates. San Lam and O'Higgins (2012:149) reveal that effective use of leadership style is critically an important characteristic for an individual to succeed in leadership positions within organisations.

2.6 LEADERSHIP STYLE

A study conducted by Lussier and Achua (2004:64) revealed that by the late 1940s, most of the leadership research had shifted from the trait theory paradigm to the behavioural theory paradigm, which focuses more on how a leader behaves and delegates. In the continuing quest to find the one best leadership style in all situations, researchers attempted to identify the differences in the behaviour of effective leaders versus ineffective leaders. According to Dubrin (2002:211), the behavioural approach assumes that leaders are relatively consistent with how they attempt to influence the followers in different situations. Randeree and Chaudhry (2012:62) are of the view that the study of leadership styles could provide a platform that enables organisations to understand the influence of leadership behaviour on employee attitudes.

2.6.1 Defining leadership style

Leadership scholars generally define leadership style differently and this can sometimes be dependent on the situation (Obuwuru, Okwu, Akpa & Nwankwere 2011:100). Casimir (2001:246) defines leadership style as a pattern of emphases, indexed by the frequency or intensity of specific leadership behaviours or attitudes, which a leader places on different leadership functions. Leadership style can be defined as a behaviour or the style that a leader exhibits during supervision of subordinates (Dahar, Faize, Niwaz, Hussain & Zaman 2010:458). According to Dubrin (2013:254), leadership style can be defined as a relatively consistent pattern of behaviour that characterises a leader. Pool (1997:273) revealed that a leader's behaviour or leadership style may influence the subordinate's job satisfaction.

In this study, a definition of leadership style provided by Allen (2006:42) will be applied. According to Allen, leadership style can be defined as a particular way or method of doing something where there are other, different ways of approaching the same problem or task. This definition presupposes that leadership style is about allowing people to do things in their own way or a way that make sense to them which inevitably brings about a greater level of commitment.

According to Rad and Yarmohammadian (2006:13), leadership style should be perceived as a series of managerial ways of thinking, ideologies, organisational characteristics and necessary

skills based on individual and organisational values, leadership interests and reliability of employees in different situations. It is the ability of a leader to influence subordinates to perform at their highest capabilities. Leadership styles capture the extent to which management respects workers, operates with honesty and integrity, promotes efficiency and has open lines of communication with employees (Aronson, Sieveking, Laurenceau & Bellet 2003:440). Some leadership researchers may argue that the effectiveness of a leadership style can sometimes be dependent on the culture that is already created between managers and the employees (Lok & Crawford 2004:323). Other scholars may argue that the effectiveness of a leadership style can sometimes even be determined by the gender of the leader (Eagly & Johannesen-Schmidt 2001:781).

2.6.2 Leadership style and culture

Ekvall and Ryhammar (1998:126) are of the view that leadership style is critical towards creating a social climate where employees are able to perform at their best within an organisation. The study of leadership style is an extension towards developing understanding about the influence of leadership behaviour on attitudes. Some leadership scholars have argued that leadership style is a function of the level of industrialisation, but cultural characteristics play a significant role in tempering its effects (Randeree & Chaudhry, 2012:63). Schalk and Van der Linden (2012:62) reveal that the similarities between the leader and an employee has been found to influence how individuals process information about persons or objects from other cultures, and cultural differences between supervisors and subordinate impact on how subordinates respond to their supervisors' leadership. Roos and Van Eeden (2008:55) claim that employees develop perceptions about organisational culture and therefore these perceptions influence both their level of motivation and also the degree of job satisfaction they experience.

2.6.3 Leadership style and gender

Valentine and Godkin (2000:117) believe that different styles of leadership applied by both men and women may affect employees' perceptions of the job itself. Leadership scholars claim that the leadership styles of women and men are different, mainly along the lines of women exhibiting a cooperative and empowering style that nurture subordinates (Eagly & Johannesen-Schmidt 2001:782) while men prefer autocratic/authoritative leadership styles. According to Eagly and Johannesen-Schmidt (2001:781), differences in leadership styles can be consequential, as they are factors that may affect people's views about whether women should become leaders and advance to higher positions in organisational hierarchy. According to this

perspective, men are inclined toward a command-and-control militaristic leadership style while women find participative leadership style more natural than men because they feel more comfortable interacting with people (Oshagbemi & Gill, 2003:288).

Some leadership scholars are of the view that most managers apply different leadership styles in different situations. A study conducted by Skansi (2000:51) revealed that experience has shown so far that managerial efficiency differs depending on the managers' leadership style. This situation has therefore compelled most researchers into developing studies aimed at determining which leadership style is best in certain circumstances. A review of the evolution of leadership styles is discussed in the next section.

2.7 EVOLUTION OF LEADERSHIP STYLES

In an attempt to explore the influence of various leadership styles, significant leadership theories emerged from the personality theory, through behaviourist and contingency theories. This section explores the origin of leadership styles and how these are applied in different organisational settings. A survey of studies by various leadership scholars to determine the effectiveness of leadership styles in different organisational settings is provided in the next section.

2.7.1 Ohio State University leadership studies

Studies conducted by Achua and Lussier (2010:71) revealed that the Personnel Research Board of Ohio State University, under the guidance of Ralph Stogdill, undertook a survey to try to determine the effectiveness of various leadership styles. In their attempt to measure leadership styles, researchers developed an instrument known as the Leader Behaviour Description Questionnaire (LBDQ). The LBDQ had 150 examples of definitive leader behaviours, which were narrowed down from 1,800 leadership functions. Respondents to the questionnaire perceived their manager's behaviour toward them on two distinct dimensions or leadership type, which they eventually called initiating structure and consideration behaviour. Table 2.1 summarises this leadership approach.

Table 2.1: Ohio State University leadership studies

Initiating structure	Consideration behaviour
Initiating structure leadership style is essentially the same as job-centred leadership style where a leader focuses more on getting the task or job done.	Consideration leadership style is the same as employee-centred leadership style where a leader's focus is on building relationships and meeting people's needs.

Source: (Achua & Lussier 2010:71)

Leadership style was described in early leadership studies as consisting of two broad independent behaviour dimensions, the first one being a production/task-oriented leader and the other one being the relationship-oriented leader (Sellgren, Ekvall & Tomson 2006:349). Gebert and Steinkamp (1991:162) recommended that leaders must acknowledge the fact that the situation a leader is likely to have to face can sometimes determine the effectiveness of leadership styles. Dubrin (2010:106) reveals that since leadership is about influencing people, it will be of utmost importance that the leadership behaviour, attitude and practices focuses more on building interpersonal relationships.

2.7.2 The Leadership Grid

Blake and Mouton (1964:136) developed the Leadership Grid, originally called the Managerial Grid. The underlying theory behind this Leadership Grid is to emphasise leadership behaviour displayed by leaders when interacting with the followers whether the leader shows concern for results or concern for the people. These two attitudinal dimensions are independent of each other and in different combinations from various leadership styles. Blake, *et al* (1964:136) in their study identified five distinct managerial styles, and further development of the Grid has led to the seven distinct leadership styles. Figure 2.2 illustrates these distinctive managerial styles.

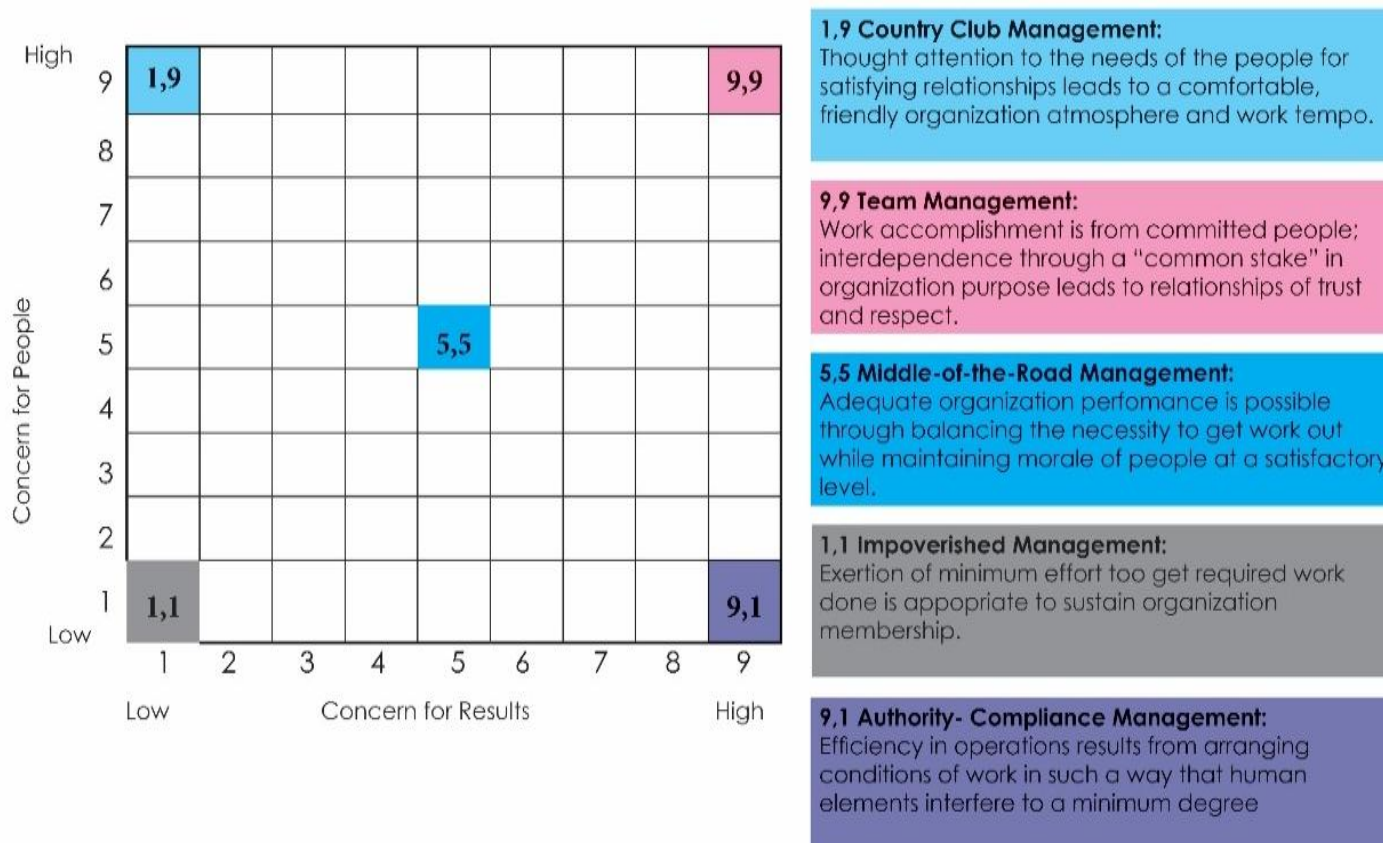


Figure 2.2: The Leadership Grid

Source: (Nelson & Quick, 2003:395)

The organisation manager (5.5) is a middle-of-the-road leader who has a medium concern for people and production. This leader attempts to balance a concern for both people and production without a commitment to either. The authority compliance (9.1) has great concern for production and little concern for people. This leader desires tight control in order to get tasks done efficiently and considers creativity and human relations unnecessary. The country club manager (1.9) has great concern for people and little concern for production, attempts to avoid conflict, and seeks to be well liked. The leader’s goal is to keep people happy through good interpersonal relations, which are more important to him or her than the task.

The team manager (9.9) is considered ideal and has great concern for both people and production. This leader works to motivate to reach their highest levels of accomplishment, is flexible, responsive to change, and understands the need for change. The impoverished leader (1.1) is often referred to as a passive-avoidance leader. This leader has little concern for both people and production, avoids taking sides, stays out of conflicts and does just enough to get by.

Two new styles of leadership have been added to these five original leadership styles within the grid. The paternalistic “father knows best” manager (9+9) promises reward for compliance and threatens punishment for non-compliance. The opportunistic “what’s in it for me” manager (Opp) uses the style that he or she feels will return the leader the greatest self-benefits.

2.7.3 Contingency approach to leadership

Contingency approach to leadership emphasises that the effectiveness of a leader is dependent on the situation under which leadership occurs. Daft (2005:81) describes the word contingency meaning that one thing depends on other things, and for a leader to be effective there must be an appropriate fit between the leader’s behaviour or style and the conditions in the situation. Lussier and Achua (2004:141) reveal that leaders display a range of behaviours in different situations, because leadership is shaped by contextual factors that not only set the parameters within which leaders and followers interact but also determine the demands and constraints confronting the leader. Table 2.2 characterises the relationship between the leader, followers, and situation.

Table 2.2: Framework for Contingency Leadership Variables

FOLLOWERS	LEADER	SITUATION
Capability	Personality traits	Task

Source: (Achua & Lussier, 2010:107)

Achua and Lussier (2010:20) reveal that contingency leadership theories attempt to explain the appropriate leadership style based on the leader, followers, and situation. Put differently, which traits and/or behaviours will result in leadership success given the situational variables? The contingency theory paradigm emphasises the importance of situational factors, including the nature of the work performed, the external environment and the characteristics of the followers. According to Lussier and Achua (2004:142) the contingency leadership model is used to determine if a person’s leadership style is task or relationship oriented, and if the situation (leader-member relationship, task structure, and position power) matches the leader’s style to maximize performance. Daft (2005:83) indicates that an early effort to link leadership style with organisational situation was first made by Fiedler and his associates. The basic idea is to match the leader’s style with the situation most favourable to the leader.

2.7.4 Fiedler's contingency leadership model

Robbins and Judge (2007:409) indicated that the first comprehensive contingency model for leadership was developed by Fred Fiedler. The Fiedler contingency model proposes that effective group performance depends on the proper match between the leader's style and the degree to which the situation gives control to the leader. Fiedler believes a key factor in leadership success is the individual's basic leadership style. Fiedler began by trying to find out what the leader's basic style is.

Fiedler created the least preferred co-worker questionnaire for this purpose; this is meant to measure whether a person is task or relationship oriented. The Least Preferred Co-worker (LPC) questionnaire contains sets of 16 contrasting adjectives such as pleasant-unpleasant, efficient-inefficient, open-guarded, supportive-hostile. Respondents were then asked to think of all the co-workers they have ever worked with and to describe the one person they least enjoyed working with by rating that person on a scale of 1 to 8 for each of the 16 sets of contrasting adjectives. Fiedler believed that based on the respondents' answers to this LPC questionnaire, one can determine their basic leadership style. If the least preferred co-worker is described in relatively positive terms (a high LPC score), then the respondent is primarily interested in good personal relations with this co-worker. According to Fiedler, if a person described as least able to work within favourable terms, then the leader is labelled as a relationship-oriented person. In contrast, if the least preferred co-worker is seen in relatively unfavourable terms (a low LPC score), the respondent is primarily interested in productivity and thus would be labelled as a task-oriented person.

2.7.5 Path-Goal theory of leadership

According to Dubrin (2002:217), the Path-Goal theory of leadership specifies what the leader must do to achieve high morale and productivity in a given situation. Path-Goal focuses more on providing employees with a correct path towards goal achievement. An important contribution of the Path-Goal theory is that it provides a platform that helps guide a leader on what to do in certain situations and it also provides reasons for why leaders behave the way they do. The key propositions relate to motivation, satisfaction, and performance. Figure 2.3 illustrates the development behind this leadership approach.

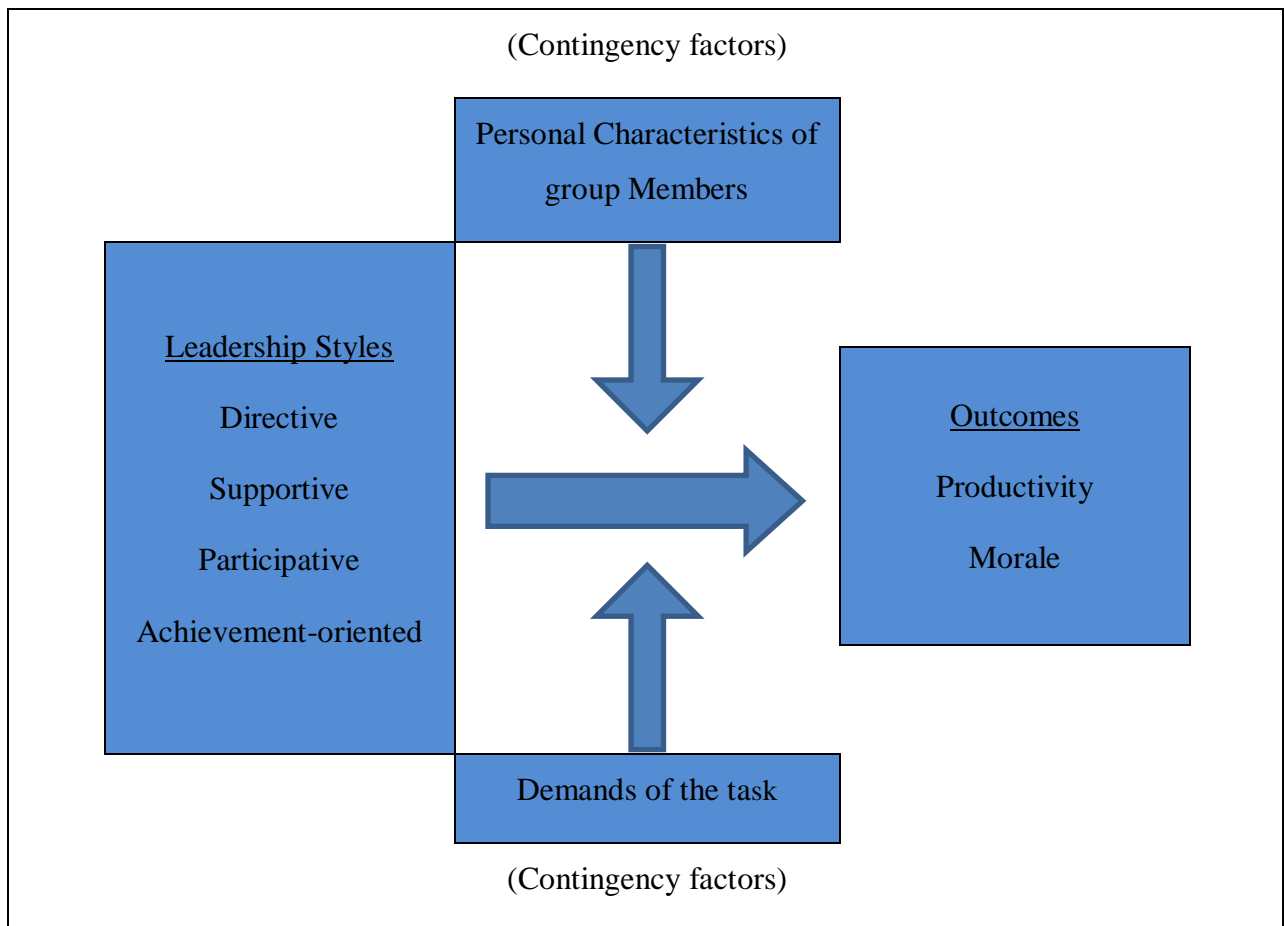


Figure 2.3: The Path-Goal Theory of Leadership

Source: Dubrin (2002:218)

The Path-Goal theory of leadership emphasises that the leader chooses the right leadership style to match the contingency factors in order to achieve outcomes. According to Dubrin (2002:218), Path-Goal theory presupposes that the leader is faced with the challenge of having to make a choice among four different leadership styles to handle the contingency demands of a given situation. Table 2.3 summarises the Path-Goal leadership approach.

Table 2.3: Summary of the Path-Goal leadership approach

<p>Directive leadership</p> <p>This leadership style considered to be the same as initiating structure and involves setting guidelines on standards conveying expectations.</p>	<p>Supportive leadership</p> <p>Emphasizes showing concern for the well-being of group members' mutually satisfying relationships.</p>
<p>Participative leadership</p> <p>Involves consulting with group members to solicit their suggestions and then using this input for decision making.</p>	<p>Achievement-oriented leadership</p> <p>The leader sets challenging goals, promotes work improvements, sets high expectations, and expects group members to assume responsibility.</p>

Source: (Dubrin 2002:218)

Each of the above-mentioned leadership styles works well in some situations but not in others. This theory presupposes that one set of contingency factors involves personal characteristics of group members, such as personality traits and abilities. Another set of contingency factors is the demands of the task, such as a degree of ambiguity, repetitiveness, and an amount of structure.

2.7.6 Hersey and Blanchard's Life-Cycle, or Situational Approach

Luthans (2002:614) cited another approach to management style training and development which is the life-cycle (later termed the situational) approach to leadership. It is an extension of the managerial grid. Hersey and Blanchard's approach identifies two major styles:

- a. Task style. The leader organises and defines roles for members of the work group; the leader explains the tasks that members are to do and when, where, and how they are to be done.
- b. Relationship style. The leader has close, personal relationships with the members of the group, and there is open communication and psychological and emotional support.

Taking the lead from some of Fiedler's work on situational variables, the Hersey and Blanchard model incorporated the maturity of the followers. The level of maturity is defined by three criteria:

- a. Degree of achievement motivation
- b. Willingness to take on responsibility

c. Amount of education and/or experience

Although Hersey and Blanchard's approach recognises that there may be other important situational variables, their focus is only on the maturity level of work group members in their model. The key for leadership effectiveness in Hersey and Blanchard's model is to match up the situation with the appropriate style. Table 2.4 summarises the four basic styles:

Table 2.4: Hersey and Blanchard's life cycle or situational approach to leadership

Telling style This is a high-task, low-relationship style and is effective when followers are at very low level of maturity.	Selling style This is a high task, high-relationship style and is effective when followers are on the low side of maturity.
Participative style This is a low-task, high relationship style and is effective when followers are on the high side of maturity.	Delegating style This is a low-task, low-relationship style and is effective when followers are at a very high level of maturity.

Source: (Luthans 2002:614)

Similar to the grid approach, Hersey and Blanchard's approach includes a questionnaire instrument that presents 12 situations that generally depict the various levels of maturity of the group and respondents answer how they would handle each situation. Hersey and Blanchard's approach has been criticised, even though this situational leadership model has some practical implications for the management of change, as the theoretical rationale is generally considered as being weak, because Hersey and Blanchard have neglected to provide a coherent, explicit rationale for the hypothesised relationships. Figure 2.4 characterises this leadership approach.

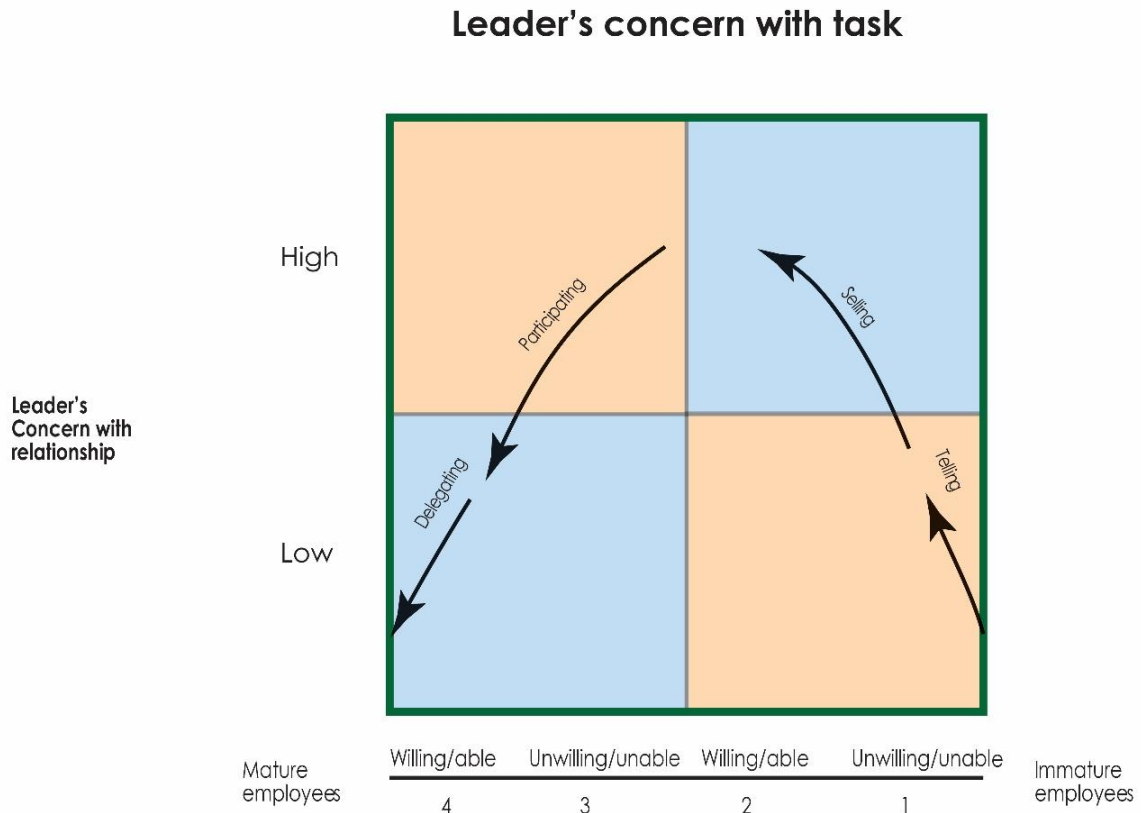


Figure 2.4: The Situational Leadership Model: The Hersey-Blanchard Model

Source: (Nelson & Quick, 2003:404)

Nelson and Quick (2003:404) emphasise that the situational leadership model, developed by Paul Hersey and Kenneth Blanchard, suggests that the leader's behaviour should be adjusted to the maturity of followers. The model employs two dimensions of leader behaviour as used in the Ohio State studies, namely task oriented and relationship oriented. Follower maturity is categorised into four levels, as shown in Figure 2.5. Follower maturity is determined by ability and willingness of the followers to accept responsibility for completing their jobs. Followers who are unable and unwilling are least matured, and those who are both able and willing are considered most matured. Figure 2.5 illustrates this performance-leadership relationship.

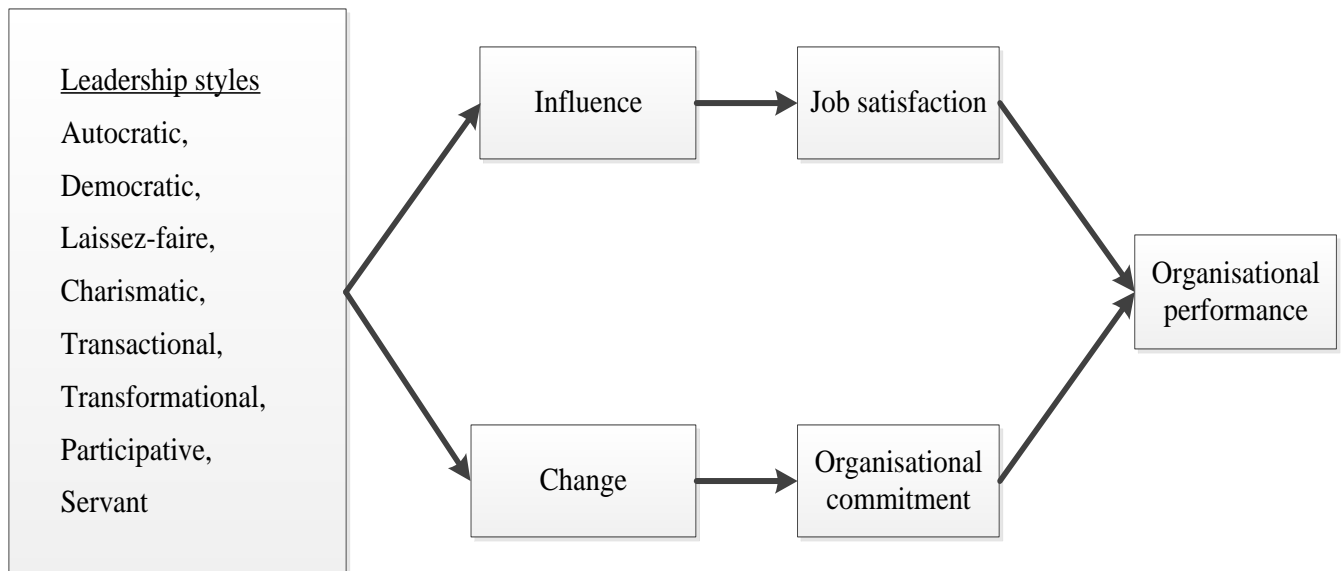


Figure 2.5: The Performance- Leadership Model

Source: (Achua & Lussier: 2010:6)

Studies on different leadership styles have been carried out by leadership scholars to try to determine the relationship between different leadership styles and other organisational variables such as job satisfaction, organisational commitment, and in turn how these variables affect organisational performance. According to Loke (2001:192), numerous studies have been carried out to determine the relationship between leadership styles, job satisfaction, organisational commitment and organisational outcomes. Loke (2001:198) and Stander and Rothmann (2009:11) revealed that employee outcomes, productivity, job satisfaction, and organisational commitment, are statistically correlated to the managers' preferred leadership styles.

Today a manager's leadership style plays an important role not only when influencing subordinates to achieve organisational goals, but to also develop an organisational learning platform where both the manager and the subordinates continuously learn and share their knowledge for the purpose of achieving better performance (Mirkamali, Thani & Alami 2011:146). Amabile, Schatzel, Moneta and Kramer (2004:25) are of the view that a leader who interacts daily with the subordinates may, through various leadership styles directed at them, influence their daily perceptions, feelings and performance which will help to stimulate them to provide inputs in the work they do.

Lussier and Achua (2004:65) characterise leadership style as the combination of traits, skills and behaviours leaders use as they interact with followers. Although leadership style is based on

traits and skills, the significant element is the behaviour, because it is a relatively consistent pattern of behaviour that characterises a leader. Studies conducted by Zehir, Ertosun, Zehir and Muceldili (2011:1461) reveal that managers are faced with a daily challenge of having to apply a new leadership style that will best influence the performance of employees within an organisation.

According to Zehir *et al.* (2011:1461), in general, leadership styles can be divided into two major categories: the mechanistic based leadership style and the humanistic based leadership style. Mechanistic oriented leaders focus on getting the job done, and include things such as clarifying roles and responsibilities, planning projects, monitoring the work and managing time and resources, while humanistic oriented focuses more on people and include aspects such as showing consideration for subordinates feelings, acting friendly and being personally supportive of them and being concerned about their welfare (Amabile *et al.* 2004:7). Loke (2001:192) presupposes that the use of leadership styles may be indirectly important in enhancing organisational outcomes.

Leadership styles have evolved over time and this is probably because most managers in the past adopted an authoritarian/autocratic leadership approach which somehow promoted assumptions that managers are more knowledgeable or had more power than employees (meaning that leadership in the past was highly characterised by father-knows-it-all approach). Maseti and Gumede (2011:1481) are of the view that autocratic leadership style is highly characterised by a leader's tendency to make decisions without involving employees, telling employees what to do, and close supervision of employees. De Cremer (2006:81) revealed that a pushy and controlling type of a leader is likely to discourage followers' loyalty and commitment towards the achievement of organisational or group goals. However, in an attempt to understand the dynamics and the context surrounding ways that leaders use to influence their followers, newer leadership studies emerged.

Jones and Rudd (2007:521) are of the view that in order for leaders to lead followers effectively, it is imperative that leaders become process leaders rather than relying solely on their content expertise. This, therefore, presupposes that effective leadership is characterised by the leader's ability to inspire followers to accept change by communicating a vision for the future and motivating them to work willingly towards achieving such a vision. This requires a move away from traditional leadership styles to newer leadership styles characterised by collaboration and teamwork. The focus of these leadership styles is on the quality of relationship established between a leader and the followers.

A review of literature on transformational, transactional and passive-avoidance leadership styles will be discussed in the next section.

2.8 OVERVIEW OF LEADERSHIP STYLES

The focus of the study is on determining the relationship between transformational, transactional and passive-avoidance leadership and their influence on employee job satisfaction. An illustration was formulated to try to determine correlation between different variables for the purpose of achieving the objectives of the study. An illustration of a hypothesised relationship between transformational, transactional, passive-avoidance leadership style and job satisfaction is shown in Figure 2.6.

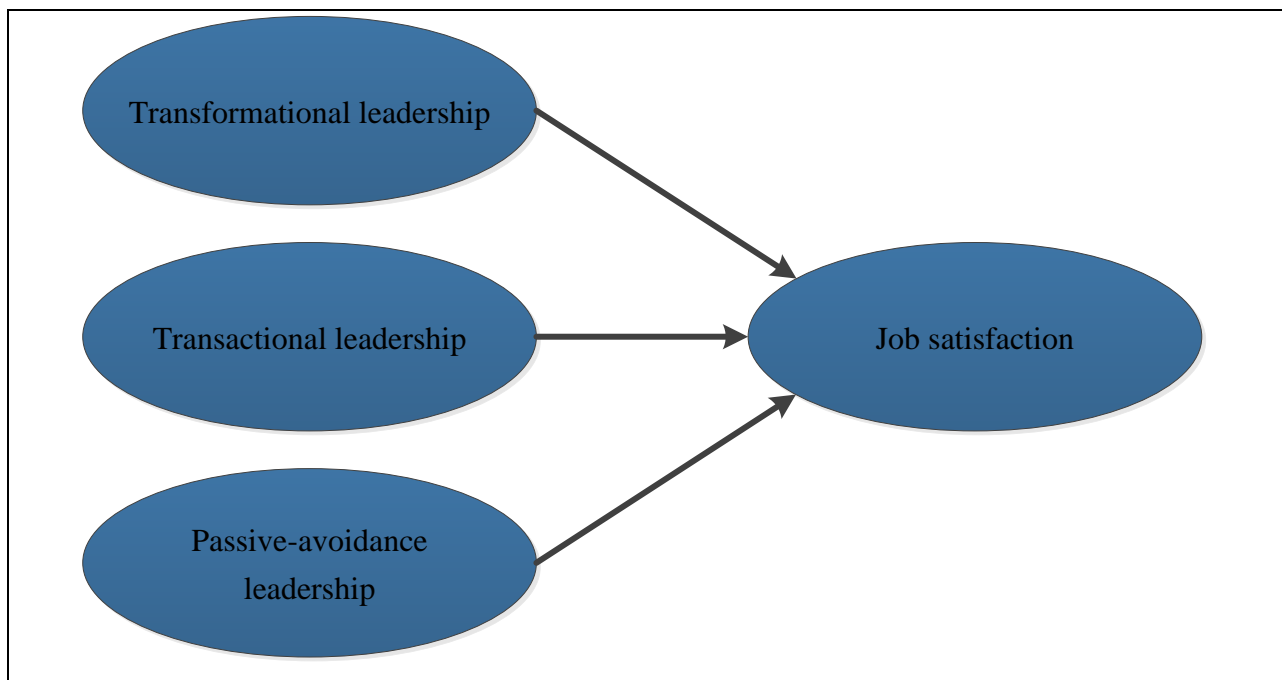


Figure 2.6: Hypothesised relationship between transformational, transactional, passive-avoidance leadership and job satisfaction.

2.8.1 Review of literature on transformational leadership

Studies conducted by Hogan and Kaiser (2005:169) indicate that leadership is one of the most important topics in the human sciences and historically one of the most poorly understood phenomenon. However, the leadership literature in general has paid little attention to understanding ways in which leaders used to influence their followers (Lord & Brown 2001:133). Whilst the interest in leadership is growing in its perceived importance to business, the interest in exploring its nature, and attempting to identify what makes effective leadership, is by no means new (Higgs, 2001:196). Maseti and Gumede (2011:1479) are of the view that the

general interpretation of leadership and leadership styles has gone through a gradual transformation regarding the definition and even its pattern. When considering the history surrounding African leadership, famous traditional leaders were in most instances accused of being undemocratic in their dealings with their followers.

Achieving success in this dynamic and global business environment requires a new approach to leadership; this new leadership approach requires a move away from a traditional leadership approach which emphasised a command-and-control approach to transformational leadership (Maroun 2008:20). Schlechter and Engelbrecht (2006:3) reveal that transformational leadership emphasises change whether within a group, an organisation, and of individuals responsible for providing leadership direction. Transformational leadership promotes a culture of putting an organisation's goals first and individual interests after.

Studies on leadership by Denhardt and Campbell (2006:556) reveal a growing interest on the use of transformational models as a way to understand the role played by the leaders in achieving significant organisational change. Transformational leaders, in this perspective, are perceived to be visionaries and catalysts of change and are leaders who sell their ideas and successfully reshape and reinvent their organisations. According to Bass (1999:09), changes in the marketplace and workforce over the last two decades have resulted in the need for leaders to become more transformational and less transactional if they were to remain effective. Dennis and Meola (2009:5) characterise transformational leaders as those types of leaders who respond to individual followers' differences and needs, and then empower each individual to align their objectives with those of the organisation.

Bass (1985:20) revealed that transformational leadership is characterised by the leader's ability to have a stronger positive influence on employees' attitudes towards their job, their job environment, and ultimately its affect on their work performance. Transformational leaders are perceived to be instrumental in helping followers to achieve remarkable levels of performance. The followers feel trust, admiration, loyalty and respect towards the leader, and they are motivated to do more than they originally were expected to do. The underlying influence process is described in terms of motivating followers by making them more aware of the importance of task outcomes and inducing them to transcend their own self-interest for the sake of the organisation (Bass 1985:20; Yukl 1999:286). Avolio, Zhu, Koh and Bhatia (2004:954) are of the view that transformational leaders use intellectual stimulation to challenge their followers' thoughts and imagination, creativity and recognition of their values, beliefs and their mind set.

Avolio and Bass (1985), cited in Strydom (2011:124), reveal that transformational leadership is characterised by four “I”s that best describe this leadership style:

- **Idealised influence:** transformational leaders conduct themselves in ways that makes them idealised by their followers
- **Inspirational motivation:** transformational leaders are characterised by positive influence and encouragement and are driven to provide meaning for the task given to the followers.
- **Intellectual stimulation:** transformational leaders stimulate followers to think differently whenever they are faced with a demanding task.
- **Individual consideration:** transformational leaders have a tendency to consider the individual’s needs for the sake of goal achievement and are also active in coaching and mentoring their followers.

2.8.2 A review of literature on transactional leadership style

Bass (1990:19) is of the view that most relationships between supervisors and their employees have changed compared to those of the past. These changes therefore require supervisors to move away from relying solely on their legitimate or coercive power to influence employees to perform effectively. A study conducted by Bass, Jung, Avolio and Berson (2003:207) revealed that the pace of change has resulted in most organisations adapting a more flexible leadership approach. Blanchard and Johnson (1985), cited in Barbuto (2005:27), revealed an interesting leadership approach known as transactional management which is characterised by creating exchange relations between the leader and the followers. Transactional leadership style is based on the idea that leader-follower relations is characterised by a series of exchanges or implicit bargains between leaders and followers (Den Hartog, Van Muijen & Koopman 1997:20). Transactional leaders create a strong expectation from their followers with clear indications of what they will receive in return for meeting the expectations (Barbuto 2005:27).

Transactional leadership style is considered to be unique in a sense that the leader involves contingent reinforcement. This therefore presupposes that followers are motivated by the leaders’ promises, praise and rewards or they are corrected by negative feedback, reproof, threats, or disciplinary actions. The leader will then be motivated to respond as to whether the followers carry out what the leaders and followers have transacted to do (Bass & Steidlmeier 1999:184). The transactional image of leadership refers to exchange relationships between the leaders and their followers; each enters the transaction because of the expectation to fulfil self-

interests, and it is the role of the leader to maintain the status quo by satisfying the needs of the followers (Bogler 2001:663- 664).

Although transactional and transformational leadership share common elements such as providing clarity of desired outcomes, recognising accomplishments and rewarding high performance, there are substantive differences in process and behaviour (McColl-Kennedy & Anderson 2002:547).

2.8.3 A review of literature on passive-avoidance leadership

Some leadership scholars studied passive-avoidance leadership with the focus on analysing the leader's behaviour and attitudes while other studies focused more on examining the motivation and success in becoming active as a leader. Bradford and Lippitt (1945), cited in Bass (1990:545), concluded that passive-avoidance leaders have a tendency to avoid leadership responsibilities at all costs. These leaders believe in transferring their leadership powers to the subordinates and somehow are perceived as leaders who had no confidence in their leadership abilities (Bass 1990:545). Therefore as a result, passive-avoidance leadership should not be confused with any other leadership style simply because of the leader's inactive role in leadership.

Leadership scholars perceive passive-avoidance leadership style as indifference or lack of leadership (Xirasagar 2008:602). Leaders who prefer a passive-avoidance leadership style, according to Limsila and Ogunlana (2008:165), are perceived as avoidant leaders who may either not intervene in the work affairs of subordinates or may completely avoid responsibilities as superiors, and these types of leaders are unlikely to put in efforts to build relationships with the subordinates. Passive-avoidance style is associated with dissatisfaction, unproductiveness and ineffectiveness (Barbuto 2005:27).

Based on the research conducted by Bass (1990:545-551) the following characteristics, merits, and demerits of passive-avoidance are discussed. Table 2.5 summarises these characteristics.

Table 2.5: Summary of the passive-avoidance leadership

Characteristics	Merits	Demerits
Leader gives followers complete freedom	Empowering to subordinates who favour autonomy	Associated with unproductiveness
Leader completely avoid giving direction to the followers	Satisfying to followers who are highly competent	Promotes hostility and aggression among the followers
Leader lacks confidence in leadership abilities		Followers become discouraged with leadership
Leader is inactive in the leadership process		Leader is inactive in the leadership process
Isolation of the leader and of followers		Leads to poor work performance
Leader neglects leadership responsibilities		Lack of cohesion within the group

Source: (Bass 1990:545-551)

2.9 AN OVERVIEW OF JOB SATISFACTION

The logistics industry is just as important as other sectors particularly when considering the crucial role logistics play in enhancing the economy of a country. Investigating job satisfaction of logistics employees is of paramount importance in developing understanding with regard to its contribution to the overall organisation's success. In South Africa, improving the logistics performance has always been an important goal for most organisations and this is because of the major influence that logistics as a function has on the success of the organisation (Ittmann 2010:5). The Road Freight Association (RFA) of South Africa held its annual conference in Botswana, where its chief executive officer emphasised how critical business logistics is to the economy of a country, especially considering the road freight industry. The CEO indicated that without trucks, South Africa stops (Stone, 2011:13).

According to Bhoola and Kambi-Shamba (2011:65), recent interviews held between business leaders from Southern Africa and logistics organisations cited reasons why Africa cannot get logistics to work; amongst reasons cited, capacity limitations were indicated to be one of the

challenges to most organisations. Operational inefficiencies across the logistics chain resulted in capacity not being reached, therefore leading to a situation where return on investments was not being realised. Since logistics evolve around a series of networks consisting of interdependent operations facilitating movement of products from one point to the other, developing logistics personnel is indeed crucial to an organisation's survival. However, due to the insufficient literature on job satisfaction studies conducted in the logistics industry, the focus hereon will be on discussing job satisfaction literature generally within an organisational context.

2.9.1 Defining job satisfaction

Robbins and Judge (2007:79) define job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics. A person with a high level of satisfaction holds positive feelings about the job, whereas a person with a low level of job satisfaction holds negative feelings about the job. Greenberg and Baron (2003:148) define job satisfaction as an individual's positive or negative attitudes towards their jobs. Rai and Sinha (2002:554) define job satisfaction as a general attitude towards one's job. Rad and Yarmohammadian (2006:22) state that variables such as employees' age, gender, work experience, length of service with current employer, marital status and position held within an organisation are seen as having significant effects on employee job satisfaction.

The amount of energy spent in studying job satisfaction is implicitly based upon the idea that satisfied workers, at all organisational levels, are important contributors to an organisation's effectiveness and ultimately towards an organisation's long-term success. Van Schalkwyk and Rothmann (2010:111) claim that job satisfaction in essence is considered to be an interactive evaluative process between the individual and the environment. Okpara (2006:11) indicated that understanding the causes of job satisfaction can enable managers to take appropriate steps that help elicit commitment and involvement from employees.

2.10 JOB SATISFACTION IN ORGANISATIONAL CONTEXT

As individuals live in an industrial society, where social interaction is an inevitable phenomenon, one important and apparently universal tendency of every interaction between organisations and its employees is to maximize the organisation's profitability. An employees' work and working relationship comprises a major aspect of an employees' total life. An employees' involvement in and commitment to their work and the satisfaction they derive from it is most often a major concern to the individual and the organisation (Ottu & Nkenchor

2010:2999). Adams (2007:176) claims that since job satisfaction is highly correlated with many positive organisational outcomes and is also highly subjective, it is often difficult for economists to understand its importance to modern business success.

Pal and Vasudeva (1989:289) state in their study that any industrial organisation requires not only production resources such as machines, raw materials, factory buildings, furniture and money, but also people to run it efficiently. A person's feelings about the satisfaction they derive from the job is highly influenced by the circumstances under which they are expected to perform the job (Warr & Clapperton 2010:26). Job satisfaction is perceived by Pal and Vasudeva (1989) as a generalised attitude resulting from many specific attitudes such as, for instance, specific job factors, individual characteristics and group relationships. Amongst the job-related factors influencing job satisfaction, supervisory leadership behaviour has been identified to be the critical factor. Dubrin (2002:49) is of the view that one significant reason for studying employee attitudes within the field of organisational behaviour context is because employee attitudes form the basis of how well people are satisfied with their jobs.

Spagnoli, Caetano and Santos (2011:609) provide reasons in their study why job satisfaction is considered to be one of the most researched constructs in business science and organisational behaviour. Firstly, job satisfaction is perceived to be significantly interesting to researchers trying to determine the relationship between job satisfaction and other organisational variables such as employee productivity, absenteeism and retention (Allen & Wilburn 2002:17; Furnham 2005:329). Secondly, job satisfaction may be helpful in guiding managers who are solely interested in organisational outcomes, such as the influence of job satisfaction on employee commitment. This therefore presupposes that managers have an important role to play in determining how employees feel about their jobs (Ferguson, Ashcroft & Hassell 2011:310). Thirdly, job satisfaction is perceived as having a major influence on employee work outcomes since it is considered to be a multidisciplinary and everlasting relevant construct covering all professions, work, jobs and contexts.

Studies conducted by Singh and Pestonjee (1974:407) reveal that in industrial psychology people differ to the extent to which they are satisfied with their jobs. Research so far reveals that the topic of job satisfaction is of great interest to both people employed in organisations and those studying it (Lu, While & Barriball 2005:211) and some scholars claim that employee satisfaction is an important determinant of operational performance (Yee, Yeung and Cheng 2008:651). Due to the crucial role that employees play in the success of the business, it is important that organisational leaders understand the dimensions that help shape employees' attitudes towards

their jobs (Rogers, Clow & Kash 1994:140). Employees are considered to be an organisation's most vital resource, for they accomplish whatever tasks that define organisational success. Saner and Eyupoglu (2012:250) reveal that job satisfaction is an important variable which organisational leadership must value, understand and constantly monitor for the welfare of an organisation.

Furnham (2005:331) identified specific factors, despite the other important variables suggested, as having major, minor or moderating effects on job satisfaction. These factors are divided into three distinct groups. Table 2.6 summarises factors perceived to be influencing employee job satisfaction.

Table 2.6: Factors perceived to influence employee job satisfaction

Organisational policies and procedures	Specific job aspects	Personal characteristics
<ul style="list-style-type: none"> • Employee perceptions of equity with regard to pay and promotions • Supervision and decision-making practices • Perceived quality of supervision 	<ul style="list-style-type: none"> • Overall workload • Skill • Variety • Autonomy • Feedback • The physical nature of the work environment 	<ul style="list-style-type: none"> • Self-esteem • Ability to tolerate stress and general life satisfaction

Source: (Furnham 2005:331)

In congruence with the factors identified in Table 2.6, Randeree and Chaudry (2012:72) are of the view that an employee's job satisfaction can also be strongly affected by factors such as salary, nature of work, job flexibility, job security, direct manager behaviour and organisational leadership. A study conducted by Bowen, Cattell, Michelle, and Distiller (2008:28) revealed other important factors that can influence employee level of job satisfaction: personal satisfaction and accomplishment, a low degree of supervision and being encouraged to take initiative, being part of a team, undertaking challenging work, receiving recognition for achievements above the ordinary, receiving feedback on past performance and undertaking varied and non-repetitive work.

According to Lok and Crawford (2004:321), job satisfaction has received significant attention in studies of the work place due to the fact that it is a recognised variable that can be a major determinant of organisational performance. The situational approach to job satisfaction maintains that attitudes are influenced by external influences such as job design, supervisor and peer characteristics and other organisational factors (Roberts & Foti 1998:258). Job satisfaction is conceived as the response of an individual to the conditions of work, as these perceptions are shaped by objective differences in work conditions and different interpretations of the conditions. Job satisfaction is the result of various attitudes possessed by an employee (Okediji, Etuk & Nnedum 2011:29).

Job satisfaction is one of the key factors in organisational dynamics and is generally considered to be a primary dependent variable in terms of which the effectiveness of an organisation's human resources is evaluated (Rai & Sinha 2002:555). Okediji, Etuk and Nnedum (2011:29) show that measuring different dimensions of job satisfaction directly allows for pinpointing specific problem areas. For example, subordinates may indicate that they are very satisfied with the salary they receive, but may be dissatisfied with other aspects such as quality of supervision. Luthans (2002:230) is of the view that job satisfaction is the result of an employee's perceptions of how well their jobs provide those things that are viewed as important to them.

According to Olasupo (2011:161), employees' job satisfaction does not exist in isolation, as it is dependent on personal and organisational variables. The personal variables influencing employees' level of job satisfaction include personality types, values, life satisfaction in general and personal accomplishment on the job, among others. The organisational variables determining job satisfaction may include organisational structure, pay and benefits, perceived fairness of the promotion system of the organisation, quality of working conditions, social relationships and the job itself. Among other influences the job itself may include are: employee involvement, empowerment, management/leadership style and organisational culture. The study of job satisfaction is important because of its implications on job-related behaviours such as productivity, absenteeism and turnover (Oshagbemi 1999:389).

The importance of studying job satisfaction cannot be underestimated. A study conducted by Yee, Yeung and Cheng (2008:653) presupposes that employees who are satisfied with their jobs tend to be much more involved and dedicated towards helping the organisation to achieve its goals. Studies conducted by Greenberg and Baron (2003:151) indicate that although employees have different attitudes towards various aspects of their jobs, these are not as easy to assess as most people may think. Not only can a person not directly observe an attitude, as indicated by

research, one cannot accurately infer its existence on the basis of an employees' behaviour. Since most people are not entirely open about their feelings, the challenge that most researchers are faced with when trying to determine employees' job satisfaction levels is that they will have to rely only on what employees tell them about how they feel about their jobs.

According to Awang and Ahmad (2010:242), job satisfaction is achieved when employees are satisfied with certain factors related to their job such as the style of leadership, organisational culture and teamwork empowerment. However, the authors claim that an employee who is satisfied with his or her job is likely to excel when it comes to their work and therefore this also enables an employee to be committed. Studies conducted by Pool (1997:272) indicate one of the benefits of investigating job satisfaction is that it somehow helps to enable managers to understand how employees form attitudes that in turn influences their job satisfaction levels.

2.11 JOB SATISFACTION AND LEADERSHIP

Studies conducted by Medley and Larochelle (1995:64) reveal that leadership styles that supervisors utilise in the workplace influence the job satisfaction of subordinates. Job satisfaction has been shown to be an important predictor of individuals' intention to leave an organisation; this intention may be tempered when an employee perceives that they are not supported by their leader/supervisor (Brough & Frame 2004:9). Ladebo (2008:480) indicates that the quality of the relationship between an employee and a supervisor can be a source of motivation for employees to achieve higher performances and therefore develop positive attitudes. Therefore, as a result, when an employee evaluates the supervisor's actions positively, they may reward the supervisor by continuing to work hard for the achievement of organisational goals. Dawley, Andrews and Bucklew (2008:236) claim that when supervisors treat employees fairly, value their contributions and their well-being, and when employees also receive supervisors' support, then employees will feel obligated to reciprocate.

According to Pool (1997:273), a leader's behaviour or leadership style may influence the subordinate's job satisfaction. Leadership style is a significant factor that influences job satisfaction which in turn is crucial to the success of an organisation (Pihie *et al.*, 2011:1083). The effectiveness of a supervisor in motivating and satisfying employees is likely to be influenced by the degree to which they can adapt their leadership behaviours and styles to match the characteristics of the employees (Liu, Lepak, Takeuchi & Sims 2003:128). Previous research on various leadership styles and its influence on job satisfaction have been carried out in

different work settings (Refer to table 2.7). Table 2.7 reveals studies carried out on the relationship between leadership style and job satisfaction.

Table 2.7: Studies conducted on the relationship between leadership style and job satisfaction

AUTHORS	STUDY FIELD/ LEADERSHIP STYLES STUDIED	PURPOSE/FINDINGS
Mester, Visser, Roodt & Kellerman (2003)	Engineering sector	Determine the relationships between organisational commitment, job satisfaction, job involvement and organisational citizenship behaviour. Found that transformational and transactional leadership did not correlate significantly with constructs of job involvement and job satisfaction.
Ottu & Nkenchor (2010)	Civil service	Examine the influence of gender and leadership style on job satisfaction. Found no statistical difference between job satisfaction of males and females and also no statistically significant differences between job satisfaction levels among employees exposed to autocratic and democratic leadership.
Loke (2001)	Health sector	Determine effect of leadership behaviours on employee outcomes. Found a significant correlation between leadership behaviour and employee outcomes.

Nguni, Slegers & Denessen (2006)	Education sector	Examine the effects of transformational leadership and transactional leadership on teachers' job satisfaction. Found that transformational leadership had significant add-on effects to transactional leadership in prediction of job satisfaction, organisational commitment and organisational citizenship behaviour.
Walumbwa, Orwa, Wang & Lawler (2005)	Financial sector	Explore the relationship between transformational leadership and two work-related attitudes, job satisfaction and organisational commitment. Found significant positive relationships with both organisational commitment and job satisfaction.
Rad & Yarmohammadian (2006)	Health sector	Explore the relationship between managers' leadership styles and employee job satisfaction. Found that managers prefer participative leadership and this therefore resulted in employees being less satisfied with their salaries, benefits, work conditions, promotion and communications as compared to other factors such as the nature of the job, co-workers, and supervision.
Sellgren, Ekvall & Tomson (2006)	Health sector	Explore nursing leadership regarding what nurse managers and subordinates see as important. Found that there are statistically significant differences in opinions of preferred leadership between managers and subordinates, especially related to production and relations oriented.

<p>Molero, Cuadrado, Navas & Morales (2007)</p>	<p>Education, health, financial, local administration</p>	<p>The study has two purposes: (a) to compare the relationship between transformational leadership and other important leadership styles, (b) to compare the effects of transformational leadership and other styles on some important organisational outcomes such as employees' satisfaction and performance. Research indicated a high correlation between transformational leadership, relations-oriented, democratic, and task-oriented. On the other hand, transformational leadership significantly increases the percentage of variance accounted for by other leadership styles in relevant organisational outcome variables (subordinates' performance, satisfaction and extra effort).</p>
<p>Kim (2002)</p>	<p>Government sector</p>	<p>Explores the relationship between participative management style in the context of strategic planning and job satisfaction. Found that the use of participative management style, effective supervisory communications and employees' perceptions of participative strategic planning processes are positively associated with high levels of job satisfaction.</p>
<p>Sancar (2009)</p>	<p>Education sector</p>	<p>Determine the leadership behaviours of public school principals as perceived by the teachers in relation to their job satisfaction. Found that a significantly positive relationship between school principals' perceived "consideration" behaviour and teachers expressed job satisfaction. However, no significant relationship was found between school principals' perceived "initiation structure" behaviour and expressed teachers' job satisfaction levels.</p>

Randeree & Chaudry (2012)	Financial, consultancy, construction sector	Examine the extent to which different leadership styles impact on employee job satisfaction and organisational commitment. Found that consultative and consensus leadership styles are prevalent in the construction sector, it was also found that employees' job satisfaction is strongly influenced by leadership. Leadership styles were found to have a moderate to strong relationship with organisational commitment.
Medley & Larochelle (1995)	Health sector	Examine the head nurse leadership styles and nurse job satisfaction. Found the significant positive relationships between head nurses' transformational leadership styles and nurses' job satisfaction.
Savery (1994)	Government sector	Examine the influence of the perceived styles of leadership of a group of workers and their attitudes to work. Found workers who were exposed to an autocratic leadership style were dissatisfied with this leadership, simply of the way in which supervisors communicated with them. The study suggested that democratic leadership leads to a more positive feeling of organisational commitment and also higher job satisfaction.
Bartolo & Furlonger (2000)	Aviation sector	Examines links between job satisfaction and leadership behaviour in fire fighters. Found that employee job satisfaction correlated with supervisor leadership behaviour, with the exception of consideration leadership and co-worker satisfaction.

<p>Stander, & Rothmann (2009)</p>	<p>Engineering, mining sector</p>	<p>Investigate the relationships between leader empowering behaviour, job satisfaction and organisational commitment for employees in selected organisations in South Africa. Found statistically significant relationships between leader empowering behaviour, job satisfaction and organisational commitment. Structural equation modelling indicated that leader empowerment behaviour predicted job satisfaction, which in turn, predicted organisational commitment.</p>
<p>Madlock (2008)</p>	<p>Education, government, service, high tech, manufacturing, civil service</p>	<p>Examine the influence of supervisor communication competence and leadership style on employee communication job satisfaction. Found a strong relationship between supervisors' communicator competence and their task and relational leadership styles, with supervisor communicator competence being a stronger predictor of employee job and communication satisfaction.</p>
<p>Yiing & Ahmad (2008)</p>	<p>Education sector</p>	<p>Investigate the moderating effects of organisational culture on the relationships between leadership behaviour and organisational commitment and between organisational commitment and job satisfaction and performance in the Malaysian setting. Found that generally, and with few exceptions, leadership behaviour significantly related to organisational commitment, organisational culture played an important role in moderating this relationship. Organisational commitment was found to be significantly associated with job satisfaction, but not with employee performance.</p>

Bartram & Casimir (2007)	Telecommunications	Provide an examination of the mediating effects of empowerment and trust in the leader on the relationship between transformational leadership and the two outcomes (i.e. the role in-role performance of followers) as rated by the leader and satisfaction with the leader. Found that the effects of transformational leadership on the in-role performance of followers were mediated by empowerment and trust in the leader whereas the effects of transformational leadership on satisfaction were partially mediated by trust in the leader.
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Source: Mester, Visser, Roodt & Kellerman (2003:78); Ottu & Nkenchor (2010:3008); Loke (2001:200); Nguni, Slegers & Denessen (2006:159); Walumbwa, Orwa, Wang & Lawler (2005:249); Rad & Yarmohammadian (2006:23); Sellgren, Ekvall & Tomson (2006:352); Molero, Cuadrado, Navas & Morales (2007:366); Kim (2002:236); Sancar (2009:2862); Randeree & Chaudry (2012:72); Medley & Larochelle (1995:64); Savery (1994:14); Bartolo & Furlonger (2000:90); Stander, & Rothmann (2009:11); Madlock (2008:69); Yiing & Ahmad (2008:78); Bartram & Casimir (2007:12).

2.12 RELATIONSHIP BETWEEN TRANSFORMATIONAL, TRANSACTIONAL, AND PASSIVE-AVOIDANCE LEADERSHIP STYLES AND JOB SATISFACTION

Several studies were undertaken by a number of leadership scholars to determine the influence of leadership styles on job satisfaction. A review of the relationship between transformational, transactional and passive-avoidance leadership is discussed in the next section.

2.12.1 Transformational leadership style and job satisfaction

Castro, Perinan and Bueno (2008:1842) are of the view that transformational leadership style has a significant influence on the work attitudes and behaviour of the followers. A study conducted by Walumbwa, Orwa, Wang and Lawler (2005:249) revealed a positively significant relationship between transformational leadership and job satisfaction. The findings of the study by Nguni, Slegers and Denessen (2006:168) indicated that transformational leadership style had the greatest influence on variables such as employee commitment, organisational citizenship behaviour and job satisfaction. Andrews *et al.* (2012:1109) also reported a positive relationship

between transformational leadership and job satisfaction. Castro *et al.* (2008:1853) found positive relations between transformational leadership and general job satisfaction. A study conducted by Al-Hussami (2008:292) also found a positive correlation between job satisfaction and transformational leadership.

2.12.2 Transactional leadership style and job satisfaction

Kunhert and Lewis (1987:649) characterised transactional leaders as those types of leaders who provide followers with something they need in exchange for something a leader expects them to achieve. A study conducted by Andrews, Richard, Robinson, Celano and Hallaron (2012:1) reveal that while satisfaction with leadership was predicted by transformational attributes and outcomes, the transactional leadership focusing on contingent reward was highly correlated with satisfaction and leadership. However, Al-Hussami (2008:291) revealed in his study that transactional leadership behaviour is not a significant predictor of job satisfaction. Nguni *et al.*, (2007:168) also indicated insignificant or weak effects between transactional leadership behaviour and job satisfaction.

2.12.3 Passive-avoidance leadership style and job satisfaction

Studies conducted by Andrews, Richard, Robinson, Celano and Hallaron (2012:1107) reported a negative correlation between passive-avoidance leadership style and job satisfaction. Morelo, Cuadrado, Navas and Morales (2007:359) indicated a highly negative correlation between passive-avoidance leadership and employee satisfaction.

2.13 SYNOPSIS

Researchers have defined and elaborated on various leadership styles and their influence on organisational success. Job satisfaction is perceived by most researchers as an important determinant of employee commitment to the organisation. Understanding variables that affect employee satisfaction will contribute enormously to both supervisors and the organisations at large which will in turn enable organisations to operate successfully in this ever-changing business environment. Employees are the most important resource in any business organisation, and therefore it is imperative that organisational leaders pay attention to learning more about human behaviour, employee basic needs and most importantly how their leadership behaviour impacts on employee attitudes.

In this chapter various leadership styles were explained and their influence on job satisfaction and to some extent how these leadership styles affect employee attitudes within organisations.

The next chapter shifts from the theoretical framework to an empirical paradigm which addresses the research design and methodology used for the study. The sampling techniques and data collection methods were explored. Data analysis techniques used for this study will be highlighted. The study will conclude with a reliability and validity analysis of the measuring instrument.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

In the previous chapter a literature review focusing on leadership and job satisfaction was presented. This chapter comprises a detailed discussion on the research design and methods utilised in the study. Sampling methods (target population, sampling frame, sampling technique, sample size), methods of data collection and measuring instruments are also highlighted. A discussion is also undertaken on the statistical analysis used in the study. Finally, issues of reliability and validity are discussed.

A review of qualitative and quantitative approaches is discussed in the following section with particular emphasis on a quantitative approach as this method will be used in the study.

3.2 RESEARCH DESIGN

A survey method which involves the collection of relevant data by including pre-formulated questions in a pre-determined order in a structured questionnaire was utilised in this study (Fox & Saheed Bayat 2007:87). Qualitative and quantitative research approaches are two basic approaches used to collect primary data. Qualitative research provides insights and understanding of the problem setting, while quantitative research seeks to quantify the data and, typically, applies some form of statistical analysis. Malhotra (2010:171) is of the view that in some instances qualitative research is undertaken to explain the findings obtained from quantitative research. Qualitative research encompasses a variety of methods that can be applied in a flexible manner, to enable participants to reflect upon and express their views or to observe their behaviour (Malhotra & Birks 2007:153). Qualitative research seeks to encapsulate the behaviour, experiences and feelings of participants in their own terms and context.

Quantitative research is systematic and objective in its ways of using numerical data from only selected subgroups of a population to generalise the findings to the realm that is being studied (Maree *et al.* 2010:147). The nature of the topic for this study determines that it leans more towards a descriptive study with characteristics of an exploratory or causal design. The objective of the descriptive study is to deliver a description or to explain aspects related to phenomena regarding individual, organisational, industrial and other perspectives in which the researcher

shows interest (Zikmund & Babin 2007:51). The objective of exploratory study is to provide insights into, and an understanding of the problem confronting the researcher whereas causal research is used to obtain evidence of cause-and-effect relationships among variables (Malhotra 2010:102-113). In order to achieve the objectives of the study, a quantitative research approach will be employed.

Table 3.1 Comparison of qualitative and quantitative approaches.

Table 3.1: Summary of qualitative and quantitative research studies

CHARACTERISTICS	QUALITATIVE	QUANTITATIVE
Objective	To gain a qualitative understanding of the underlying reasons and motivations	To quantify the data and generalise the results from the sample to the population of interest
Sample	Small number of non-representative cases	Large number of representative cases
Data collection	Unstructured	Structured
Data analysis	Non-statistical	Statistical
Outcome	Develop an initial understanding	Recommend a final course of action

Source: Malhotra (2010:171)

In the next section, the five steps of the sampling design process will be outlined and elaborated on in more detail.

3.3 THE SAMPLING DESIGN

Figure 3.1 provides an outline of the sample design procedure that will be followed for this study.

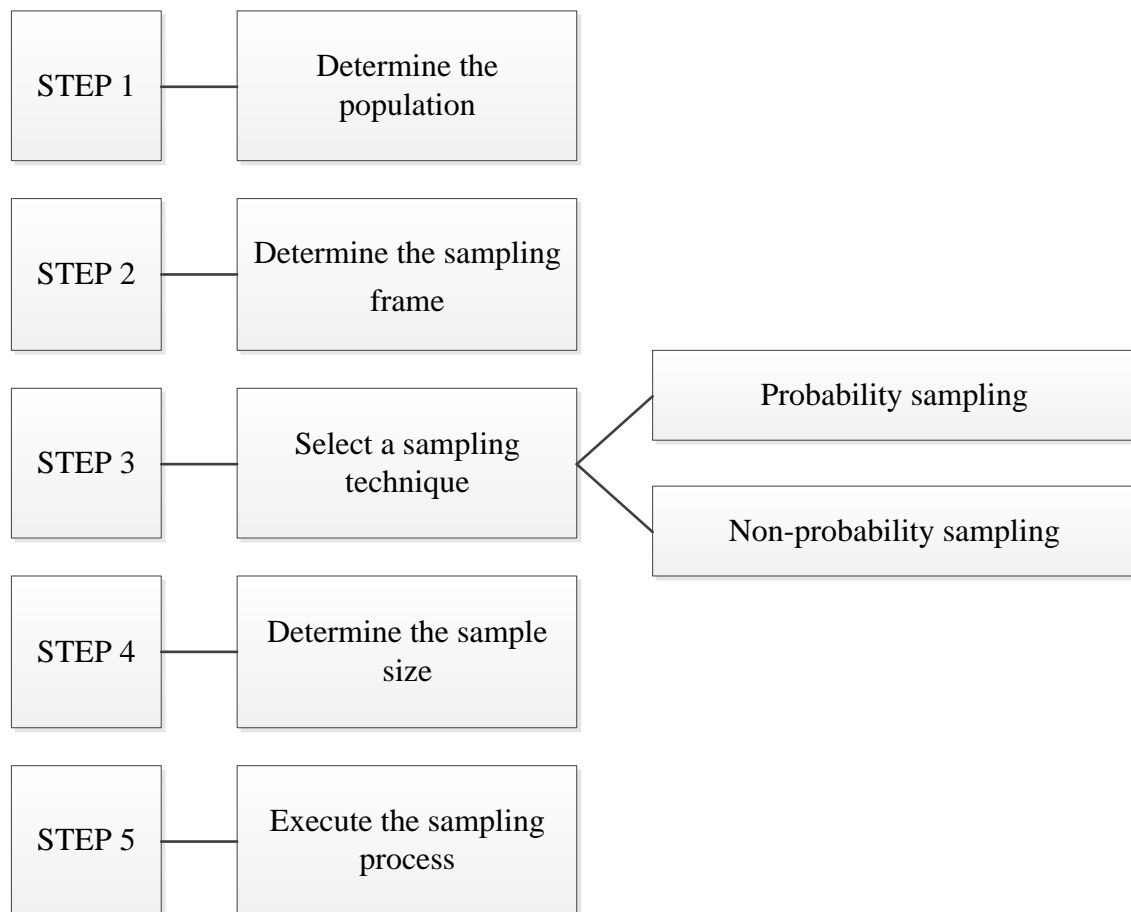


Figure 3.1: Sampling design procedure

Source: Malhotra (2010:372)

3.3.1 Target population

According to O’Leary (2010:161), a target population is defined as a total membership of a distinct group of people, objects or events with the primary purpose being for the researcher to be able to collect data from every element within that population of interest. Malhotra (2010:372) states that a population is the collection of elements or objects that possess the information that is sought after by the researcher and about which inferences are to be made. If a research process is about getting research questions answered then it is probably best that the researcher thinks about who might hold the key answers to the questions, and these answers are usually held by some population members (O’Leary 2010:160).

In this study, the population consisted of (N=621) employees working in 33 logistics organisations in the Southern Gauteng region.

3.3.2 Identification of the sampling frame

After defining the target population, a sample frame of the population has to be obtained before the sampling can begin. The use of a sampling frame is critical to any form of a research project. A sampling frame is an objective list of the population from which the researcher can make a selection. A sampling frame should ideally contain a complete and up-to-date list of all those that encompass the population for the research (Denscombe 2007:19).

Due to the absence of a single database containing a list of logistics organisations, an updated Yellow Pages was used to obtain the sample frame for the study. A sample frame was drawn up consisting of 33 logistics organisations based in the Southern Gauteng region. These were verified via telephone calls in order to establish that they were still in operation.

3.3.3 Sampling procedure

Two broad sampling methods can be distinguished, namely probability and non-probability sampling. According to De Vos, Strydom, Fouche and Delpont (2011:228), a probability sampling method is described as one in which each member of the population has a known probability or prospect of being selected. In contrast, non-probability sampling is one where elements which have a chance of being included have a probability that exceeds zero (Welman, Kruger & Mitchell 2005:56).

For the quantitative study, convenience sampling was employed. Shiu, Hair, Bush and Ortinau (2009:480) defined convenience sampling as the technique in which respondents that are readily accessible to the researcher are considered for the study. Bryman (2008:183) defined convenience sampling as a sampling method whereby a research sample is selected by “virtue of its accessibility”. In convenience sampling, the selection of sampling units is at the discretion of the researcher and often respondents are chosen based on their availability and willingness to participate in a given study (Malhotra 2007:341). Overall, convenience sampling was employed in the present study because it was expedient, cost-effective and time saving.

Following the convenience sampling method, the sample was drawn from respondents who were accessible and readily available to the researcher. This allowed respondents to participate in the study based on their level of interest. Out of the 33 logistics organisations identified on the sample frame, 10 companies based in the Southern Gauteng region were willing to participate in the study.

3.3.4 Sample size

A sample size refers to the number of elements to be included in the study (Malhotra 2007:338). Available historical information will be used to determine the sample size. Previous studies, conducted by scholars such as Gebert and Steinkamp (1991:162), Walumbwa *et al.* (2005:249), Morelo *et al.* (2007:359) Stander and Rothmann (2009:9), Ottu and Nkenchor (2010:3005) which are relevant to the current study, indicate that +/-200 respondents are sufficiently representative. Based on that prescription, the sample size for the current study was set as n=200. Table 3.2 provide the sample size used in previous studies on leadership and job satisfaction.

Table 3.2: Historical sample sizes

RESEARCHER	YEAR	SCOPE OF STUDY	SAMPLE SIZE
Gerbert, D. & Steinkamp, T.	1991	Leadership style and economic success in Nigeria and Taiwan	200
Walumbwa, <i>et al.</i>	2005	Transformational leadership, organisational commitment, and job satisfaction: a comparative study of Kenyan and U.S financial firms	197
Morelo, <i>et al.</i>	2007	Relations and effects of transformational leadership: a comparative analysis with traditional leadership styles.	147
Stander, M.W. & Rothmann, S.	2009	The relationship between leadership, job satisfaction and organisational commitment	209
Ottu, I.F.A & Nkenchor, C.T.	2010	Gender and leadership styles as socio-demographic indicators of job satisfaction in Akwa Ibom State civil service	200

Source: Gebert & Steinkamp (1991:162); Walumbwa *et al.* (2005:249); Morelo *et al.* (2007:366); Stander *et al.* (2009:9); Ottu *et al.* (2010:3008)

3.4 DATA COLLECTION AND MEASURING INSTRUMENTS

3.4.1 Data collection

Data collection was conducted using a structured questionnaire.

3.4.1.1 Measuring instruments

A questionnaire can be defined as a structured technique for data collection that consists of a series of questions, written or verbal, that a respondent answers. A structured questionnaire was used to gather data from the target population. There are two main advantages of using this type of method to gather data. Firstly, it helps in collecting data from a large audience which is ideal for obtaining information representative of populations too large to deal with, and secondly all surveys involve presenting the participants or population with a string of questions that must be answered (Monette, Sullivan & Dejong 2002:162).

The measuring instruments used in the study consisted of two structured questionnaires, namely the *Multifactor Leadership Questionnaire (MLQ)* and *The Satisfaction with Job Facets Questionnaire* developed by Andrews and Withey (1976:359). The first questionnaire that was administered is the MLQ which was formulated from the Full Range Leadership Development Theory (Bass & Avolio 1997:43). This questionnaire was designed for both employees and supervisors. The questionnaire consisted of 45 statements about the following leadership styles: transformational, transactional and laissez-faire leadership styles.

Since the MLQ was initially developed in 1985, it has since undergone several revisions. The MLQ takes the form of a number of statements about leadership style of the individual being tested. Each statement corresponds to statements of either of the following leadership factors; transformational, transactional, and passive-avoidance leadership. Every item rates how normally specific behaviours are demonstrated by managers or supervisors in the workplace. Items representing transformational leadership include idealised influence, inspirational motivation, individualised consideration and intellectual stimulation. Transactional leadership style is represented by items labelled contingent rewards and management-by-exception. Passive-avoidance leadership is characterised by management by exception-passive and *laissez-faire* as components thereof.

In this study, subordinates completed the rating version of the same questionnaire. Subordinates were requested to answer the MLQ by rating how frequently their supervisors have displayed the

behaviour described, using a five-point Likert-type scale (0= Not at all; 1= Once in a while; 2= Sometimes; 3= Fairly often; 4= Frequently if not always).

The second questionnaire used in the study is the *Facets of Job Satisfaction Questionnaire* developed by Andrews and Withey (1976:359). The questionnaire was used to indicate how satisfied or dissatisfied respondents are with their jobs by asking the respondents to rate themselves on 20 questions using a 5-point Likert-type scale varying from 1 (very dissatisfied) to 5 (very satisfied).

The questionnaire used for this study was designed in a manner that made it easy for the respondents to understand the questions. According to Monette, Sullivan and Dejong (2002:162) there are two basic forms of questions that can be utilised when using questionnaires to solicit data, namely closed-ended questions which give the research subject a fixed set of alternatives to choose from, whilst open-ended questions are questions which require the research participant to jot down their own responses.

In this study closed-ended questions were preferred. The questionnaire was divided into three sections to collect the relevant information. The following aspects were covered in the questionnaire:

- **Section A:** covered the following biographical features: gender, racial group, age group, educational background, work experience and home language.
- **Section B:** focused on employee perceptions regarding different leadership styles and their effect on job satisfaction.
- **Section C:** focused on job satisfaction of employees working within the logistics industry.

3.5 PRE-TESTING AND PILOT TESTING THE QUESTIONNAIRE

In order to improve the results, questionnaires require pre-testing. Pre-testing refers to testing of the questionnaire on a small sample of respondents in order to identify and eliminate potential problems (Malhotra 2010:354). A questionnaire should not be used in the field survey without adequate pre-testing. The respondents in the pilot-test should be similar to those who will be included in the actual survey in terms of the background characteristics, familiarity with the topic, and attitudes and behaviour of interest. In other words, respondents who take part in the pilot-test and in the main survey should be drawn from the same population (Malhotra & Birks, 2007:391).

According to De Vos, Strydom, Fouche and Delpont (2011:237) the phraseology pilot study is defined as a procedure of testing and validating an instrument by disseminating it to a small portion of participants from the intended test population group, whereas Gillham (2000:19) explains the piloting stage as the first phase of questionnaire development before the researcher can try out the actual questionnaire. The piloting stage plays a pivotal role by assisting the researcher to fine-tune and rectify the process for a smooth main inquiry (De Vos *et al.*, 11: 237).

For the purpose of this study, pilot testing was undertaken with 50 respondents from the relevant population. These respondents were not included in the main sample survey. No rectifications were made to the questionnaire during the pilot study for the main study. The researcher identified five logistics companies situated around Vanderbijlpark and Vereeniging where questionnaires could be distributed for piloting. Permission was requested from these logistics companies for questionnaire distribution towards the intended population. The researcher identified field workers who would assist in distributing questionnaires and provided training on how respondents must complete the questionnaires.

3.6 DATA PREPARATION

Before the data is sent for data analysis, editing and coding of the questions will have to be undertaken. Editing and coding are discussed in the next section.

3.6.1 Editing

Editing is the review of the questionnaires with the objective of increasing accuracy and precision. It consists of screening questionnaires to identify illegible, incomplete, inconsistent or ambiguous responses. Responses may be illegible if they have been poorly recorded. This is particularly common in questionnaires with a large number of unstructured questions. The data must be legible if they are to be properly coded. Likewise, questionnaires may be incomplete to varying degrees (Malhotra, 2010:453).

In this study, field editing was conducted by the researcher. Field editing assists with helping to control the field force and to clear up misunderstandings about procedures and specific questions.

3.6.2 Coding

Coding may be differentiated from editing, which is the assignment of numerical scores or classifying symbols to previously edited data. Careful editing makes the coding job easier. Codes are meant to represent the meaning in the data. Assigning numerical symbols permits the transfer of data from questionnaires or interview forms to a computer (Zikmund & Babin, 2007:485). According to Shiu, Hair, Bush and Ortinau (2009:502), coding involves assigning values to responses to the questions on the survey instrument. Specifically, coding is the assignment of typically numeral values to each individual response for each question on the survey. For the purpose of this study, coding was implemented by the statistician.

3.7 DATA ANALYSIS PROCEDURE

The study made use of descriptive and statistical analysis.

3.7.1 Descriptive analysis

Descriptive statistics were undertaken to analyse the composition of the sample. Descriptive statistics, also referred to as exploratory data analysis, identifies the profile of the sample data. Descriptive statistics are used to summarise and describe the data obtained from the respondents (Shiu *et al.*, 2009:513). Descriptive statistics can summarise responses from large numbers of respondents in a few simple statistics. When a sample is used, the sample statistics are used to make inferences about characteristics of the population of interest (Zikmund & Babin 2007:502)

Descriptive analysis requires a number of statistical techniques. These include frequency distribution, location measures (mean, median, and mode), and measures of dispersion (standard deviation, range and variance, skewness and kurtosis). The following procedures for statistical analysis that were used in the study are explained in the next section.

3.7.2 Frequency distribution

The frequency distribution indicates how the data is distributed over the various categories. In analysing the data, clear deductions can be made if the distribution pattern can be represented graphically as a distribution curve or frequency polygon (Wiid & Diggins 2009:242). Malhotra (2010:484) indicated that frequency distribution is a mathematical distribution whose objective is to obtain a count of the number of responses associated with different values of one variable and to express these counts in percentage terms. In a frequency distribution, one variable is considered at a time. The study made use of frequency distributions, which were then

transformed into pie and bar charts for discussion purposes in the demographic section of the study.

3.7.3 Mean

Mean is the arithmetic average within the distribution of data; all values of a distribution of responses are added up and divided by the number of valid responses (Shiu et al., 2009:529). The mean, or average value is that value obtained by summing all elements in a set and dividing them by the number of elements. The mean is the most commonly used measure of central tendency. The mean is used to estimate when the data have been collected using an interval or ratio scale (Malhotra 2010:486). In the study the mean was used to calculate the averages of different variables, (different leadership styles and job satisfaction). The means are described in Chapter 4 of the study.

3.7.4 Standard deviation

Standard deviation is a quantitative index of a distribution's spread, or variability; the square root of the variance for a distribution. Standard deviation eliminates the drawbacks of having the measure of dispersion in squared units rather than in the original measurement units (Zikmund & Babin 2007:437). The standard deviation describes the average distance of the distribution values from the mean. When each value in a distribution is subtracted from the mean and added up, the result will be close to zero. Standard deviations are reported in Chapter 4 of the study.

3.7.5 Correlation analysis

Non-parametric Spearman's correlation analysis was undertaken to establish the relationship among the latent variables in the study. The guidelines summarised in Table 3.3 were used to explain the nature of relationships among variables.

Table 3.3: Spearman's correlation analysis guidelines

Value	Relationship significance
R = .10 to .29	Small
R = .30 to .49	Medium
R = .50 to 1.0	Large

Source: Cohen (1988:79-81).

There are many types of correlations to be used in statistical measures, such as product moment correlation. Malhotra (2010:562) stated that the product moment correlation is the most widely used statistic, summarising the strength of association between two metric (interval or ratio scaled) variables, for instance X and Y. It is an index used to determine whether a linear, or straight-line, relationships exists between X and Y. It indicates the degree to which the variation in one variable, X, is related to the variation in another variable, Y. For the purpose of this Spearman's correlation coefficients were computed to establish the associations between the various leadership styles and job satisfaction. These are described in Chapter 4 of the study.

3.7.6 Regression analysis

Regression analysis is another technique for measuring the linear association between a dependent and independent variable. Although simple regression and correlation are mathematically equivalent in most respects, regression is a dependence technique whereas correlation is an interdependence technique (Zikmund & Babin 2007:582). Malhotra (2010:568) characterises regression analysis as a powerful and flexible procedure for analysing associative relationships between a metric dependent variable and one or more independent variable.

Regression analysis can be used to:

- determine whether independent variables explain a significant variation in the dependent variables: whether a relationship exists,
- determine how much of the variation in the dependent variable can be explained by the independent variable: strength of the relationship,
- determine the structure or form of the relationship: the mathematical equation relating to the independent and dependent variables,
- predict the values of the dependent variable, and
- control for other independent variables when evaluating the contributions of a specific variable or set of variables.

For the purpose of this study, regression models will be computed in line with the identified leadership styles and their influence on job satisfaction. These are described in Chapter 4 of the study.

In order to achieve the objectives of the study, the following hypothesises will be formulated.

3.8 HYPOTHESIS DEVELOPMENT

The following hypotheses were developed for the purpose of achieving the objectives of the study:

- H1:** There is a significant negative relationship between transformational leadership style and employee job satisfaction.
- H2:** There is a significant negative relationship between transactional leadership style and employee job satisfaction.
- H3:** There is a significant negative relationship between passive-avoidance leadership style and employee job satisfaction.

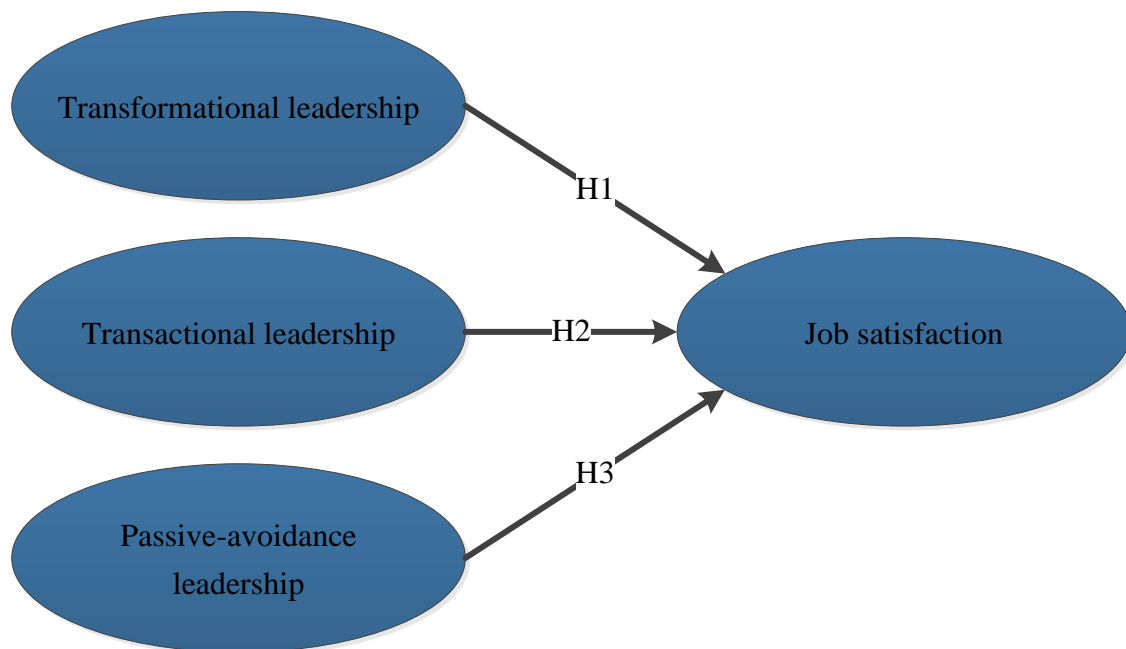


Figure 3.2: Hypothesised relationship between transformational, transactional, passive-avoidance leadership.

The outcomes of the various relationships are described in Chapter 4 of the study. Regression analysis was used to describe the influence of the various leadership styles on job satisfaction.

3.9 RELIABILITY ANALYSIS

According to Zikmund and Babin (2007:321), reliability is an indicator of a measure’s internal consistency. A measure is reliable when different attempts at measuring something converge on the same result. Malhotra (2010:318) defines reliability as the extent to which a scale produces

consistent results if repeated measurements are made. Reliability is assessed by determining the proportion of systematic variation in scale. This is done by determining the association between scores obtained from different administrations of the scale. If the association is high, the scale yields consistent results and is therefore reliable. In this study Cronbach's alpha coefficients were computed for the various leadership styles and job satisfaction constructs. These are described in Chapter 4 of the study.

3.10 VALIDITY ISSUES

Validity refers to the extent to which the conclusions drawn from the experiment are true. In other words, do the differences in the dependent variable found through experimental manipulations of the independent variables really reflect a cause-effect relationship? (Shiu *et al.*, 2009:278).

Three types of validity were used in this study:

3.10.1 Content validity

A type of validity, sometimes called face validity which consists of a subject but systematic evaluation of the representativeness of the content of a scale for the measuring task at hand (Malhotra 2010:320).

3.10.2 Convergent validity

Convergent validity is the extent to which the scale correlates positively with other measures of the same construct. In this study a correlation coefficient was used to determine if there are any relationships among the constructs under study.

3.10.3 Predictive validity

Predictive validity is the extent to which a future level of a criterion variable can be predicted by a current measurement on a scale. In this study regression analysis was used to assess predictive validity of leadership styles on job satisfaction of logistics employees.

The researcher employed the Statistical Package for Social Science (SPSS) version 19.0 for windows for statistical analysis in order to provide a comprehensive statistical analysis. The researcher sought the assistance and expertise of a professional statistician to analyse the data from the questionnaires.

3.11 SYNOPSIS

This chapter presented a description of the research methodology used in the study. Information regarding the sample size, the sample frame and the number of participants included in the statistical analysis was presented. An overview of the data collection method was outlined. Each of the two instruments used in the study as well as their reliability and validity were discussed in detail. Finally, the hypotheses were tested.

The previous chapters discussed the theoretical background of the research topic and the following chapter will discuss the research processes and methods of obtaining both the relevant information and the subsequent results. This chapter will present the results obtained from correlation analysis conducted in an attempt to test the research hypothesis.

CHAPTER 4

DATA ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

In the previous chapter the research methodology and strategies were discussed. Data, in this respect, were collected using a structured questionnaire. This chapter focuses on the findings of the empirical study through an analysis and interpretation of the results.

The results of the pilot study are briefly discussed, followed by an explanation of the main survey findings. A brief discussion of the reliability and validity of the measuring instrument is included.

4.2 PILOT STUDY RESULTS

A total of 50 questionnaires were distributed to the targeted individuals primarily employed within the logistics environment. In section A of the questionnaire changes were made to A2, ethnicity by removing the word African and including Black. It is imperative to state that categories regarding their current section in which they work were added. In Section B of the questionnaire no changes were made. Moreover, a standardised questionnaire used and the reliability values were acceptable in the current study. In Section C of the questionnaire, no changes were made.

Table 4.1: Reliability statistics of the four sections of the questionnaire

Sections	N of Items	N of Items deleted	Cronbach's Alpha
Leadership styles (Section B)	45	0	0.917
Job satisfaction (Section C)	8	0	0.897

The resultant coefficient alphas indicated that the scale items performed adequately in capturing the elements of the perceptions of employees of leadership styles and job satisfaction. Cronbach's alpha values for the two measurement scales were 0.917 for the leadership styles and 0.897 for the job satisfaction scale. These scores were all above the acceptable benchmark levels of 0.70 (De Vos *et al.* 2011:177).

4.3 ANALYSIS OF THE MAIN STUDY RESULTS

A discussion of the analysis of the data is offered in the following sequence:

- Demographic and general profile of respondents
- The means of constructs
- The correlations between factors of transformational, transactional, passive-avoidance leadership style and job satisfaction.
- The regression analysis of the relationship between transformational, transactional and passive-avoidance leadership style and job satisfaction
- The reliability of the survey instrument
- The validity of the instrument

4.3.1 Demographic and general profile of respondents

Section A reports on the general demographic information of logistics employees and their background, information in relation to gender, ethnicity, age group, level of education, current section of the work and type of employment contract with their organisation were gathered.

4.3.1.1 Gender distribution

The gender distribution of respondents is reported in Figure 4.1.

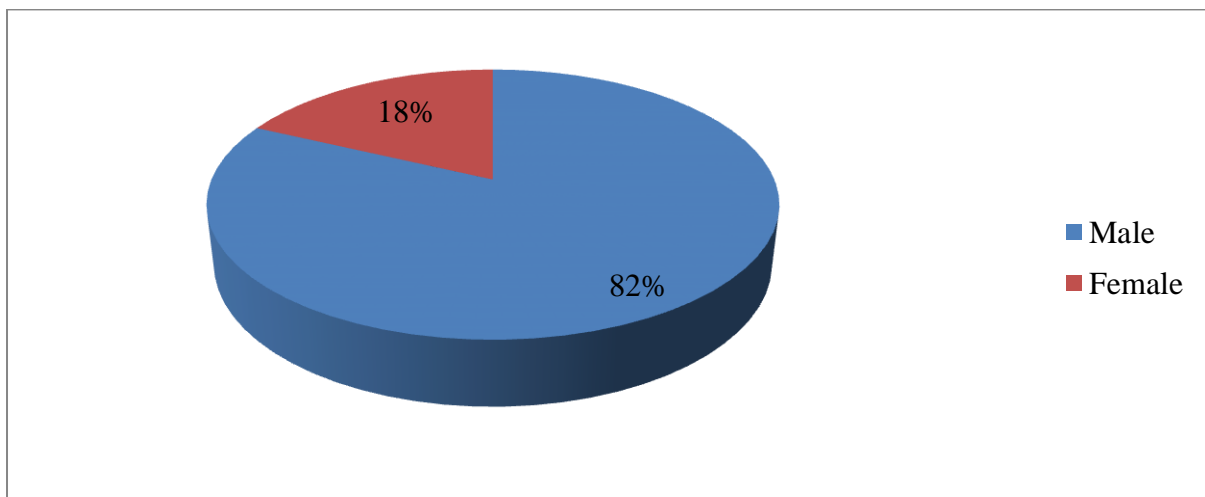


Figure 4.1: Gender distribution

From Figure 4.1 it is evident that the proportion of males (n=165; 82%) was higher than that of females (n=36; 18%). This distribution could be attributed to the view that participants who were

willing and available to participate in the study were males as compared to females within the logistics industry in South Africa.

4.3.1.2 Ethnicity

The ethnicity of the respondents is reported in Figure 4.2.

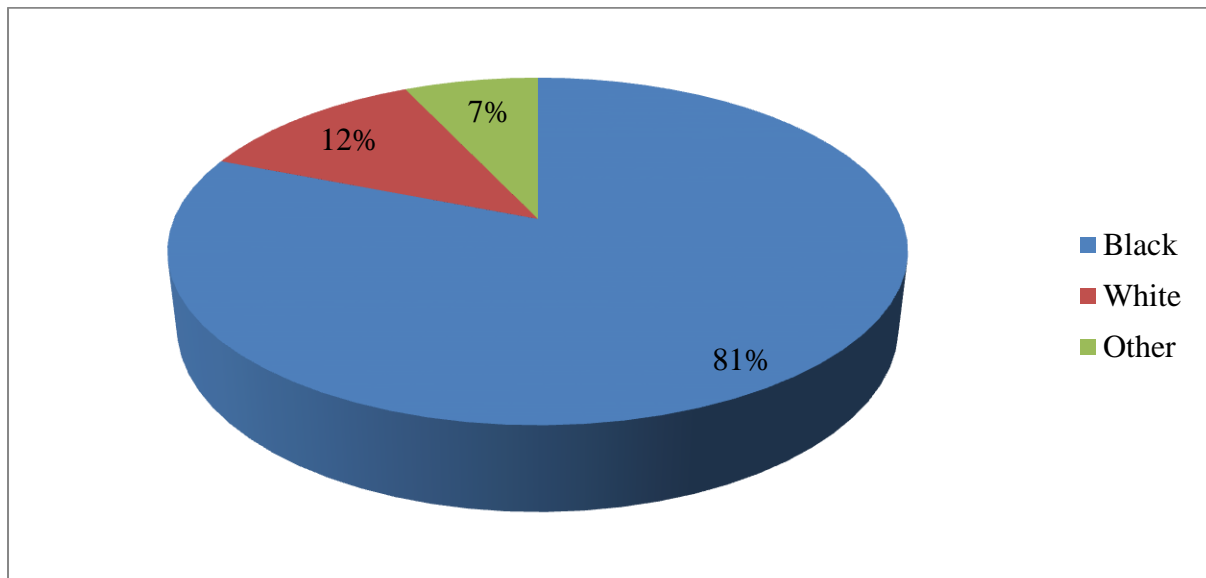


Figure 4.2: Ethnicity

There were more black respondents in the survey, (n=163; 81%), followed by white respondents (n=25; 12%) and respondents from other ethnic groups (n=13; 7%).

4.3.1.3 Age distribution

The age categories of respondents are reported in Figure 4.3.

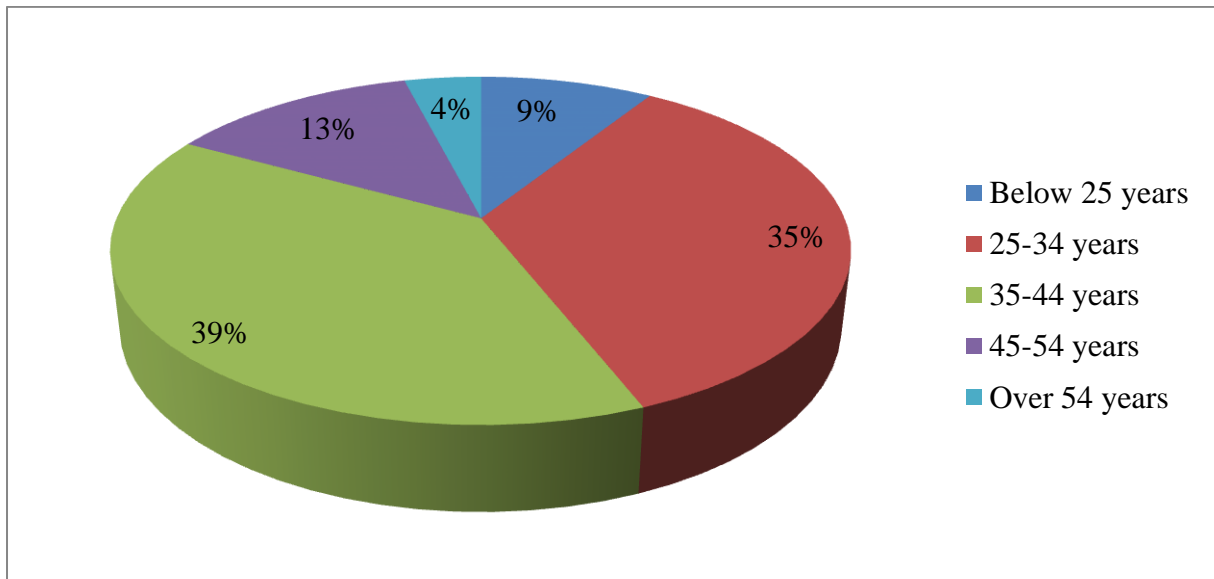


Figure 4.3: Age of respondents

The age categories of respondents are reported in Figure 4.3. The results are as follows; respondents between 35 to 44 years (n=79; 39%), followed by those who were between 25 to 34 years (n=70; 35%), those between 45 and 54 years (n=27; 13%), those below 25 years (n=18; 9%) and respondents over the age of 54 years (n=7; 4%).

4.3.1.4 Educational levels

The education levels of respondents are reported in Figure 4.4.

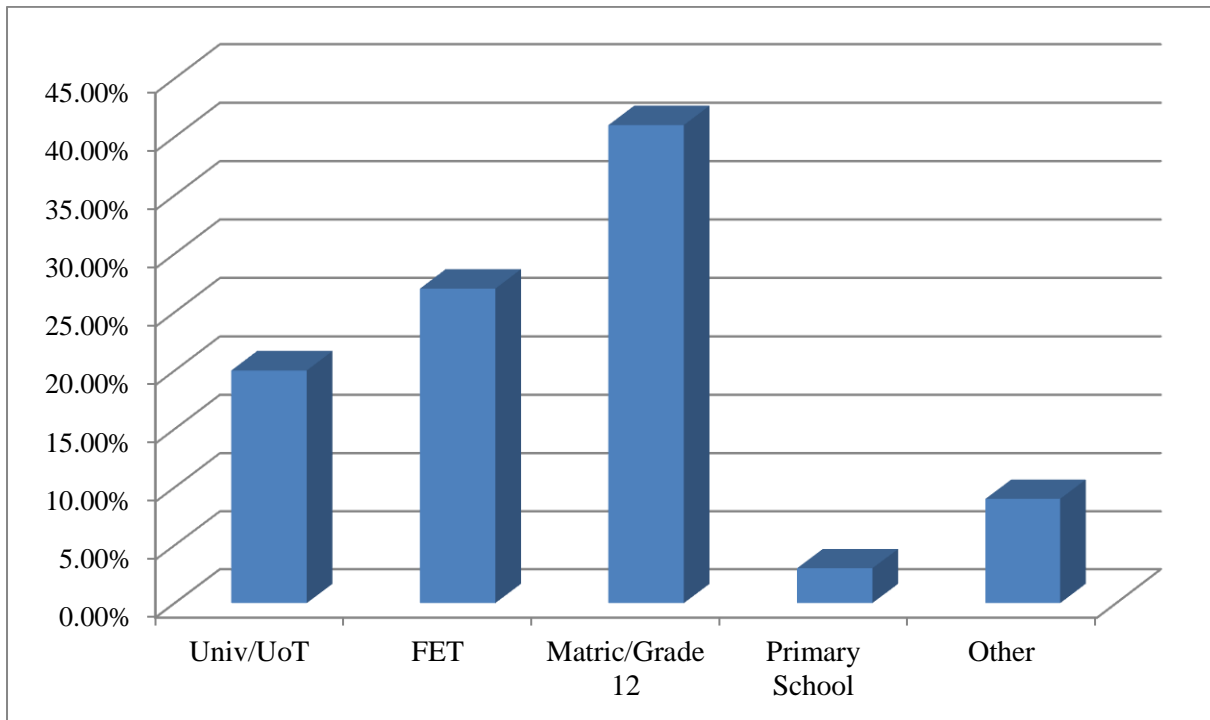


Figure 4.4: Educational levels

The results are as follows: respondents with matric/grade 12 education (n=82; 41%), respondents with further education and training college (n=55; 27%), respondents with university/university of technology education (n=41; 20%), and respondents with other forms of education such as trade certificate and adult basic education (n=17; 9%) and respondents with primary school education (n=6; 3%).

4.3.1.5 Work experience distribution

The work experience of respondents is reported in Figure 4.5.

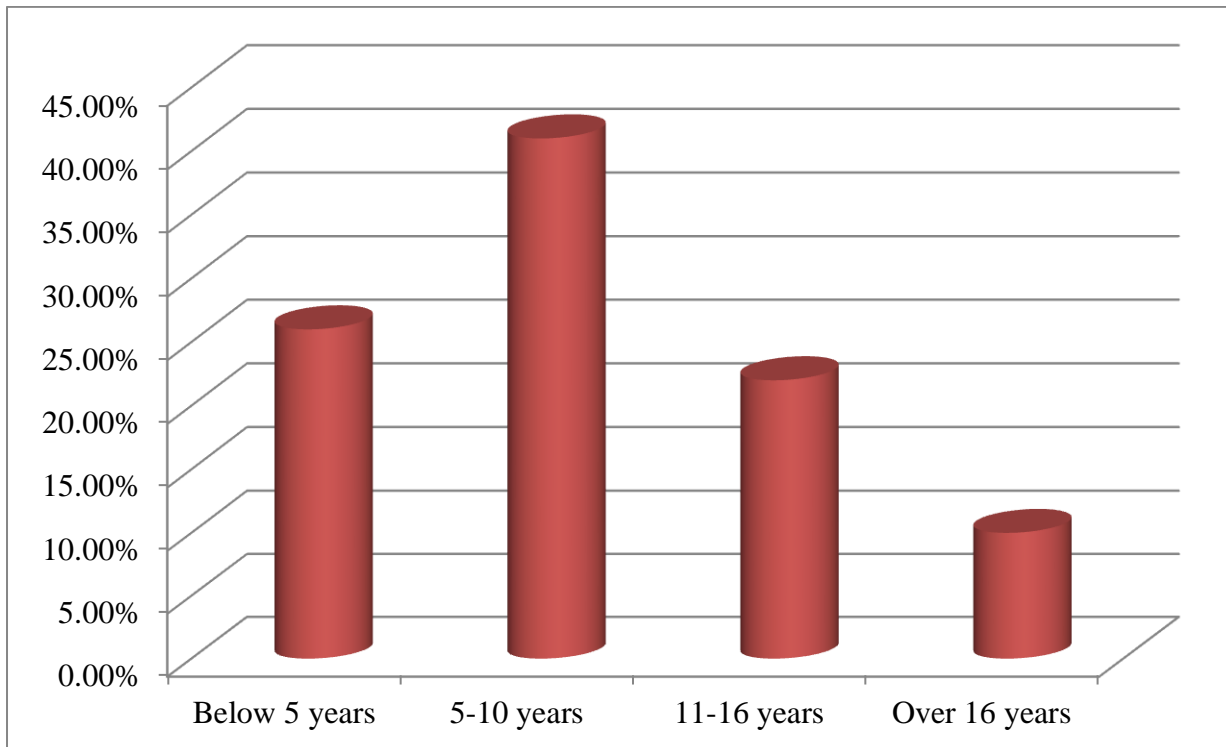


Figure 4.5: Work experience

The results are as follows: respondents with work experience between 5 to 10 years (n=83; 41%), respondents with work experience below 5 years (n=53; 26%), respondents with work experience between 11 to 16 years (n=44; 22%) and respondents with work experience over the age of 16 years (n=21; 10%).

4.3.1.6 Current section where employees were employed

The current work section of the respondents is reported in Figure 4.6.

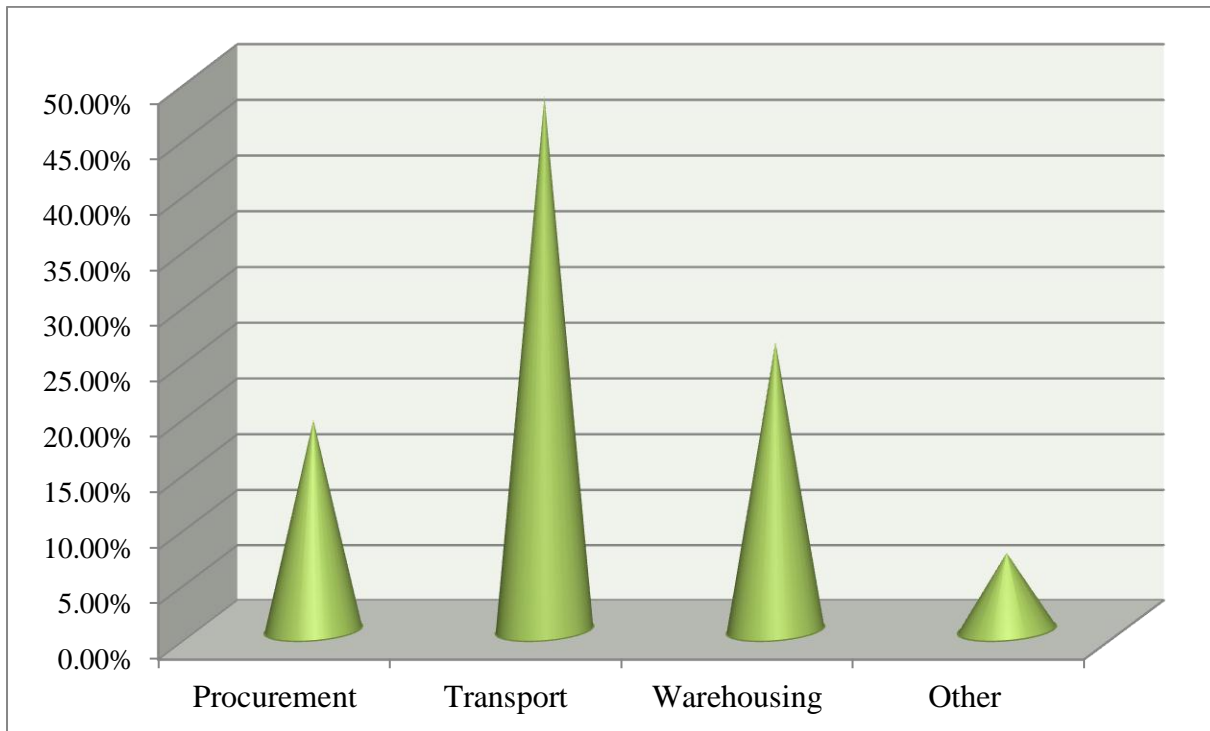


Figure 4.6: Current work section

The results are as follows: respondents who work in the transport section (n=96; 48%), respondents who work in the warehouse section (n=53; 26%), respondents who work in the procurement section (n=38; 19%) and respondents who work in other sections such as legal, reception and other (n=13; 7%).

4.3.1.7 Type of employment contract

The type of employment contracts of employees are reported in Figure 4.7.

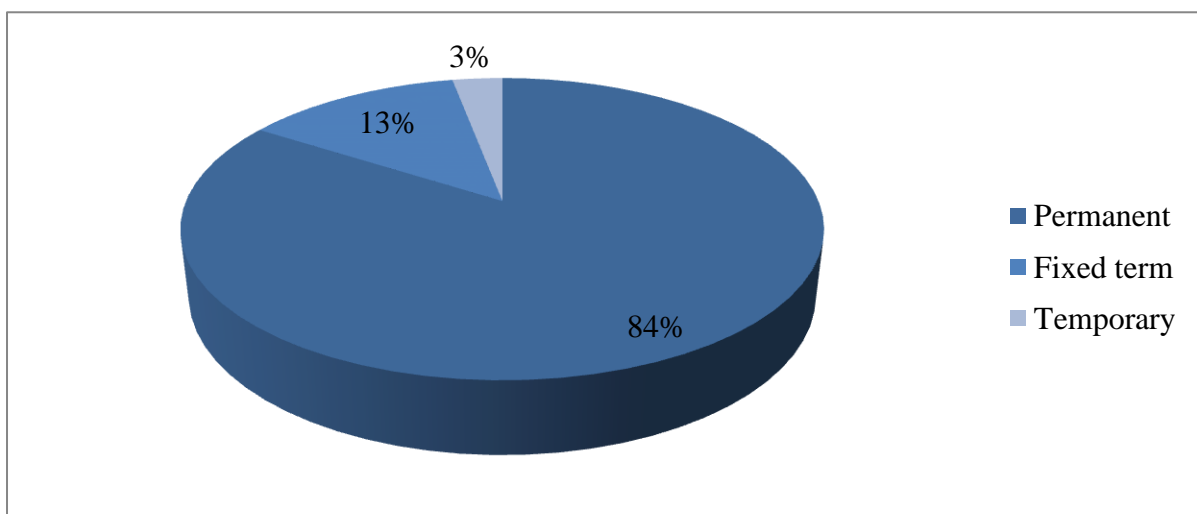


Figure 4.7: Type of employment contract

Figure 4.7 indicates that the majority of respondents are permanently employed (n=169; 84%), followed by respondents who are employed on a fixed term contract (n=26; 13%) and respondents who are employed on temporary basis (n=6; 3%).

4.3.2 Descriptive analysis of Section B (means)

The means for Section B (leadership types) are reported in this section in order to provide a description of the variables. Although many variables constitute each sub-scale in the leadership types, for the sake of brevity a summary is provided for the purpose of discussion.

4.3.2.1 Means: Transformational leadership

Table 4.2 reports on employee perceptions of the transformational leadership style. The respondents were asked to rate the leadership style on a scale such as: “My manager/supervisor I am rating spends time teaching and coaching”.

Table 4.2: Transformational leadership style

Variables	N	Minimum	Maximum	Mean	Std. Deviation
My manager/supervisor I am rating					
B2 Re-examines critical assumptions to question whether they are appropriate	201	0	4.0	1.771	1.2559
B15 Spends time teaching and coaching	201	0	4.0	1.861	1.5396
B29 Considers me as having different needs, abilities, and aspirations from others	201	0	4.0	1.945	1.4394
B32 Suggests new ways of looking at how to complete assignments	201	0	4.0	1.990	1.4394
B37 Is effective in meeting my job-related needs	201	0	4.0	2.025	1.4087
B34 Emphasizes the importance of having a collective sense of mission	201	0	4.0	2.030	1.5130
B31 Helps me to develop my strengths	201	0	4.0	2.030	1.4384
B26 Articulates a compelling vision of the future	201	0	4.0	2.035	1.4401
B40 Is effective in representing me to higher authority	201	0	4.0	2.055	1.6316

B18 Goes beyond self-interest for the good of the group	201	0	4.0	2.090	1.4325
B10 Instills pride in me for being associated with him/her	201	0	4.0	2.114	1.5466
B30 Gets me to look at problems from many different angles	201	0	4.0	2.124	1.1573
B19 Treats me as an individual rather than just as a member of a group	201	0	4.0	2.289	1.3551
B39 Gets me to do more than I expected to do	201	0	4.0	2.443	1.3371
B13 Talks enthusiastically about what needs to be accomplished	201	0	4.0	2.468	1.2491
B38 Uses methods of leadership that are satisfying	201	0	4.0	2.507	1.2772
B36 Expresses confidence that goals will be achieved	201	0	4.0	2.527	1.1876
B44 Increases my willingness to try harder	201	0	4.0	2.527	1.1792
B8 Seeks differing perspectives when solving problems	201	0	4.0	2.532	1.2166
B25 Displays a sense of power and confidence	201	0	4.0	2.532	1.3001
B6 Talks about their most important values and beliefs	201	0	4.0	2.562	1.1989
B23 Considers the moral and ethical consequences of decisions	201	0	4.0	2.567	1.1903
B21 Acts in ways that builds my respect	201	0	4.0	2.602	1.2373
B42 Heightens my desire to succeed	201	0	4.0	2.607	1.1957
B45 Leads a group that is effective	201	0	4.0	2.607	1.2569
B9 Talks optimistically about the future	201	0	4.0	2.657	1.1561
B41 Works with me in a satisfactory way	201	0	4.0	2.662	1.1811
B14 Specifies the importance of having a strong sense of purpose	201	0	4.0	2.662	1.1853
B43 Is effective in meeting organizational requirements	201	0	4.0	2.697	1.1011

Scale: 0= not at all, 1=once in a while, 2= sometimes, 3= fairly often, 4= frequently

Upon analysing the measures of central tendency (Table 4.2), it is observed that the mean scores ranged between 1.771 and 2.697. This pattern shows an inclination towards the 'fairly often' point on the Likert Scale. This means that respondents confirmed that their managers or supervisors habitually exhibited transformational leadership behaviours. As observed by Avolio, Zhu, Koh and Bhatia (2004:954) transformational leaders exhibit leadership behaviours characterised by intellectual stimulation to challenge their followers' thoughts and imagination, creativity and recognition of their values, beliefs and their mind-set. Bass (1985:20) also revealed that transformational leadership is characterised by the leader's ability to have a stronger positive influence on employees' attitudes towards their job, their job environment, and that this ultimately affects their work performance. Therefore transformational leaders are instrumental in helping employees to achieve notable levels of performance. If transformational leadership is appropriately practised within the logistics industry, then there is potential to transform the prevailing negative climate to a positive one and this can help to elicit quality improvements and therefore enable logistics employees to increase job satisfaction. These results are not surprising because Bass (1985:17) described transformational leadership as an 'expansion of transactional leadership', which goes beyond 'exchange' by using one or more attributes of transformational leadership, which are: idealised influence/charisma, inspirational motivation, intellectual stimulation and individualised consideration.

4.3.2.2 Means: Transactional leadership

Table 4.3 reports on employee perceptions of the transactional leadership style. The employees were asked to rate the leadership style on a scale such as: "My manager/supervisor I am rating directs my attention toward failures to meet standards."

Table 4.3: Transactional leadership style

Variables	N	Minimum	Maximum	Mean	Std. Deviation
My manager/supervisor I am rating					
B27 Directs my attention toward failures to meet standards	201	0	4.0	2.358	1.1362
B16 Makes clear what one can expect to receive when performance goals are achieved	201	0	4.0	2.483	1.3004
B35 Expresses satisfaction when I meet expectations	201	0	4.0	2.667	1.3577
Scale: 0 = not at all, 1 =once in a while, 2 = sometimes, 3 = fairly often, 4 = frequently					

An analysis of Table 4.3 indicates that the mean scores ranged between 2.358 and 2.667. This pattern shows that respondents confirmed that their managers exhibited transactional leadership styles often. The transactional image of leadership refers to exchange relationships between the leaders and their followers whereby each enters the transaction because of the expectation to fulfil self-interests, and it is the role of the leader to maintain the status quo by satisfying the needs of the followers (Bogler 2001:663- 664). Transactional leadership style is based on the idea that leader-follower relations are characterised by a series of exchanges or implicit bargains between leaders and followers (Den Hartog, Van Muijen & Koopman 1997:20). Transactional leaders create a strong expectation from their followers with clear indications of what they will receive in return for meeting the expectations (Barbuto 2005:27). Transactional leadership style is further considered to be unique in a sense that the leader involves contingent reinforcement. This therefore presupposes that followers are motivated by the leaders' promises, praise, and rewards or they are corrected by negative feedback, reproof, threats, or disciplinary actions. The leader will then be motivated to respond as to whether the followers carry out what the leaders and followers have transacted to do (Bass & Steidlemeier 1999:184). In other words, when the leader is satisfied with the performance of a follower, the leader responds positively by using rewards in form of praise, recognition and recommendation of such follower for promotion. Thus, the mean scores presented in table 4.3 suggest that when supervisors practise a transactional leadership approach within the logistics environment, then employees experience job satisfaction.

4.3.2.3 Means: Passive-avoidance leadership

Table 4.4 reports on employee perceptions of the passive-avoidance leadership style. The employees were asked to rate the leadership style on a scale such as: My manager/supervisor I am rating “is absent when needed”.

Table 4.4: Passive-avoidance leadership style

Variables	N	Minimum	Maximum	Mean	Std. Deviation
My manager/supervisor I am rating					
RB17 Shows that he/she is a firm believer in 'if it ain't broke, don't fix it'	201	1.0	4.00	2.0647	1.63119
RB7 Is absent when needed	201	1.0	4.00	2.1493	1.58354
RB28 Avoids making decisions	201	1.0	4.00	2.3085	1.43331
RB5 Avoids getting involved when important issues arise	201	1.0	4.00	2.3731	1.58274
RB3 Fails to interfere until problems become serious	201	1.0	4.00	2.4627	1.54591
RB20 Demonstrates that problems must become chronic before taking action	201	1.0	4.00	2.4677	1.43185
RB33 Delays responding to urgent questions	201	1.0	4.00	2.4677	1.43185
Scale: 0 = not at all, 1 =once in a while, 2 = sometimes, 3 = fairly often, 4 = frequently					

Table 4.4 reveals that the mean scores ranged between 2.0647 and 2.4677. This pattern shows an intermediate inclination between the sometimes and the fairly often points on the Likert scale. This result indicates some level of exposure to passive avoidance behaviours from managers/supervisors. Bradford and Lippitt's (1945) study, cited in Bass (1990:545), report that a negative association between passive-avoidance leadership and employee level of job satisfaction and this is because passive-avoidance leaders have a tendency to avoid leadership responsibilities. These leaders believe in transferring their leadership powers to the subordinates and somehow are perceived as leaders who have no confidence in their leadership abilities (Bass 1990:545). Leadership scholars perceive passive-avoidance leadership style as indifference or

lack of leadership (Xirasagar 2008:602). Leaders who prefer this leadership style, according to Limsila and Ogunlana (2008:165), are perceived as avoidant leaders who may also not intervene in the work affairs of subordinates or may completely avoid responsibilities as superiors and these types of leaders are unlikely to attempt to build relationships with the subordinates. Further, passive-avoidance leadership style is associated with dissatisfaction, unproductiveness and ineffectiveness (Barbuto 2005:27).

Whilst these results show different resemblance to various leadership styles, what is not clear is in which categories logistics organisation supervisors/managers could be discerned from the perceptions of their employees who report to them. Hence, composite means were computed to establish into which leadership styles the majority of the supervisors (from employee perceptions) can be classified. The composite means for the three leadership styles as discerned by employees are reported in Table 4.5.

Table 4.5: Composite means of supervisors/managers leadership styles

No	Leadership sub-construct description	Composite mean	Mean Score Ranking
1	Transformational	2.3282	2
2	Transactional	2.5025	1
3	Passive-avoidance	2.3276	3
Scale: 0= not at all, 1=once in a while, 2= sometimes, 3= fairly often, 4= frequently			

An analysis of Table 4.5 shows that the composite mean scores ranged from 2.3276 to 2.5025. This result implies that respondents generally agreed that the three leadership styles namely transformational, transactional and passive-avoidance leadership styles are practiced to some degree by managers/supervisors in their logistics departments. Transactional leadership style (\bar{x} = 2.5025) emerged as the most prevalent leadership style, followed by transformational (\bar{x} = 2.3282) and passive-avoidance leadership styles (\bar{x} = 2.3276).

4.3.3 Descriptive analysis of Section C (Means)

Table 4.6 reports on employee perceptions of their overall job satisfaction. An example of the question asked is: “I feel a sense of accomplishment I get from the job”.

Table 4.6: Means: Job Satisfaction

Item description	N	Minimum	Maximum	Mean	Std. Deviation
C5 My pay and the amount of work I do	201	1.0	5.0	3.065	1.2453
C7 The praise I get for doing a good job	201	1.0	5.0	3.199	1.2042
C6 The working conditions and environment	201	1.0	5.0	3.363	1.2010
C3 The way company policies are put into practice	201	1.0	5.0	3.403	1.1755
C4 The way my boss handles his/her workers	201	1.0	5.0	3.418	1.1851
C8 The feeling of accomplishment I get from the job	201	1.0	5.0	3.498	1.0589
C1 The competence of my supervisor in making decisions	201	1.0	5.0	3.522	1.1492
C2 The way my job provides for steady employment	201	1.0	5.0	3.577	1.0978
Scale: 1= very dissatisfied, 2= dissatisfied, 3= neutral, 4= satisfied, 5= very satisfied					

As revealed in Table 4.6, the mean scores for the job satisfaction scale ranged between 3.065 and 3.577. This pattern shows a general inclination towards satisfaction based on the Likert scale. This further implies that most logistics employees perceived that their job satisfaction was relatively satisfactory. A person with a high level of satisfaction holds positive feelings about the job, whereas a person with low levels of job satisfaction holds negative feelings about the job. The amount of energy spent in studying job satisfaction is implicitly based upon the idea that satisfied workers, at all organisational levels are important contributors to an organisation's effectiveness and ultimately towards an organisation's long-term success. Van Schalkwyk and Rothmann (2010:111) claim that job satisfaction in essence is considered to be an interactive evaluative process between the individual and the environment. Okpara (2006:11) indicated that understanding the causes of job satisfaction can enable managers to take appropriate steps that help elicit commitment and involvement from employees. An employee's work and working relationship comprises a major aspect of an employee's total life. An employee's involvement in and commitment to their work and the satisfaction they derive from it, is most often a major

concern to the individual and the organisation (Ottu & Nkenchor 2010:2999). Adams (2007:176) claims that since job satisfaction is highly correlated with many positive organisational outcomes, and is also highly subjective, it is often difficult for economists to understand its importance in modern business success. Therefore, the results in the above-mentioned table show that logistics employees who participated in this study seem to be satisfied with their jobs.

4.3.4 Correlations

The strength of the relationship between the constructs was measured using Pearson correlation analysis. The results are reported in Table 4.7.

Table 4.7: Correlations: Job Satisfaction and Leadership Styles

Factors	TFORM	TSAC	PAV	JS
Transformational leadership style (TFORM)	1.000	0.346**	0.346**	0.306**
Transactional leadership style (TSAC)	0.346**	1.000	1.000**	-0.26
Passive Avoidance leadership (PAV)	0.346**	1.000**	1.000	-0.26
Job Satisfaction (JS)	0.306**	-0.93**	-0.26**	1.000
** Significant at $p < 0.05$				

There is moderate positive correlation ($r=0.346^{**}$; $p < 0.05$) between transformational and transactional leadership. This result is consistent with those of a study conducted by Eliophotou (2014:519), who found correlations between transformational leadership and transactional leadership. Although transactional and transformational leadership share common elements such as providing clarity of desired outcomes, recognising accomplishments and rewarding high performance, there are substantive differences in process and behaviour (McColl-Kennedy & Anderson, 2002:547). Transformational leaders are those leaders who motivate their followers to perform beyond expectations by raising a follower's confidence level and providing support for developing to higher levels. Transactional leaders are characterised by exchange relationships that involve the reward of effort, productivity and loyalty. Both transformational and transactional leaders are described as leaders who actively intervene to try to prevent problems, although they use different approaches.

The results of this study indicate a moderate positive correlation ($r=0.346$; $p<0.05$) between transformational and passive/avoidance leadership. This is an interesting result as the study conducted by Horwitz, Horwitz, Daram, Brandt, Brunicardi and Awad (2008:52) found negative correlations between transformational leadership and passive-avoidance leadership.

There is a moderate positive correlation ($r=0.306^{**}$ $p<0.05$) between transformational leadership and job satisfaction. Munir, Rahman and Ma'amor (2012:887) concluded that the higher the transformational leadership quality, the higher would be the employee job satisfaction. A study conducted by Eliophotou (2014:522) found a positive direct effect on transformational leadership and job satisfaction while Frooman, Mendelson and Murphy (2012:455) revealed in their study that transformational leadership is positively associated with job satisfaction. Therefore, when logistics managers/supervisors exhibit transformational leadership behaviour then there is a greater propensity for employees to exhibit greater levels of job satisfaction.

There is a strong negative association ($r=-0.93^{**}$ $p<0.05$) between transactional leadership and job satisfaction. This means that job satisfaction decreases when transactional leadership increases and vice versa. This result differs from a previous study by Eliophotou (2014:522) which reported a positive direct effect of transactional leadership on employee job satisfaction.

These contrasting results could be attributed to the view that there are many factors that contribute to employee job satisfaction. A job satisfaction study conducted Warnich, Carrell, Elbert and Hatfield (2015:134) revealed factors that employees reported that they liked best about their jobs and those that detracted from job satisfaction. Amongst other factors the following were discussed in Table 4.8:

Table 4.8: Factors enhancing and detracting job satisfaction

Factors enhancing job satisfaction	Factors detracting from job satisfaction
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<p>Good supervision: Job satisfaction considerably improves when employees perceive their supervisors as fair, helpful, competent and effective. This includes perceiving a supervisor as a problem-solver, coach, listener and as an instrumental source of job-related information for employees.</p>	<p>Poor supervision: Supervisors who are not sensitive and genuinely do not show concern for employees' wellbeing and livelihood seem to have a negative effect on job satisfaction. This also includes supervisors who at times are biased towards employees and often fail to listen and respond to employees' problems or concerns.</p>
<p>Co-worker relations: The quality of relationships established amongst employees themselves influences job satisfaction immensely. The extent to which the individual is accepted as part of the work unit and friendliness and support shown by fellow employees.</p>	<p>Interpersonal conflict: Lack of teamwork, interpersonal conflicts, unfriendliness among employees and rivalries among supervisors are reported to have negative effect on job satisfaction.</p>
<p>The work itself: The most important factor in determining job satisfaction is the kind of work employees perform (especially when it is challenging or interesting) and the freedom they have to determine how the work is done.</p>	<p>Poor work environment: When employees are exposed to dirty, noisy, unsafe and unhealthy working conditions their level of job satisfaction tends to be affected negatively.</p>
<p>Opportunity to grow: Employees experience a greater level of job satisfaction from learning new things and from the chance to develop new skills. Advancement opportunity is also key to them.</p>	<p>Poor pay: Low, uncompetitive pay is often reported as a common factor that usually detracts from overall job satisfaction.</p> <p>Poor employee engagement: This happens when employees do not feel linked to the organisational success.</p>

There was a weak negative association ($r=-0.26$; $p<0.01$) between passive/avoidance leadership style and job satisfaction. This means that the passive/avoidance type of leadership decreases with decreasing levels of job satisfaction. An interesting aspect about this leadership approach is

that passive leaders have a tendency to compromise the leader’s active role that exerts a negative influence upon followers’ satisfaction with leadership through avoidance of leadership action.

4.3.5 Regression analysis

Linear regression analysis was undertaken in order to establish the predictive relationship between the various leadership styles and job satisfaction. In the first model, transformational leadership style was entered into the regression model as the independent variable and job satisfaction was entered into the model as the dependent variable. These results are reported in Table 4.9.

Table 4.9: Model 1: Transformational leadership and Job satisfaction

Independent variable: Transformational leadership	Dependent variable: Job Satisfaction				
	Beta β	T	Sig <i>P</i>	Collinearity Statistics	
				Tolerance	VIF
Transformational leadership	0.445	4.880	0.00	1.000	1.000
R= 0.327 Adjusted R² = 0.103 F=23.843 p<0.05*					

The results show statistical significance ($p=0.000$; $p<0.05$; $t=4.880$ with the $\Delta R^2 = 0.103$) which indicates that approximately 10% of the variance in job satisfaction is accounted for by transformational leadership. In terms of the beta weights, transformational leadership ($\beta=0.445$) yielded a positive contribution towards the prediction of job satisfaction. These results are consistent with a study conducted by Walumbwa, *et al*, Orwa, Wang and Lawler (2005:249), Nguni, Slegers and Denessen (2006:168), Castro *et al.* (2008:1853) and Andrews *et al.* (2012:1109). The hypothesis (H1) that there is a significant negative relationship between transformational leadership style and employee job satisfaction is rejected.

In the second model, the transactional leadership style was entered into the regression model as the independent variable and job satisfaction was entered in the model as the dependent variable. These results are reported in Table 4.10. No statistical significance was found ($p=0.191$; $p<0.05$; $t=1.312$ with the $\Delta R^2 = 0.004$) which indicates that approximately 0.004% of the variance in job satisfaction is accounted for by transactional leadership. In terms of the beta weights, transactional leadership ($\beta=0.093$) impacts negatively on job satisfaction. The hypothesis (H2)

that there is a significant negative relationship between transactional leadership style and employee job satisfaction is accepted.

Table 4.10: Model 2: Transactional leadership and job satisfaction

Independent variable: Transactional leadership	Dependent variable: Job Satisfaction				
	Beta β	T	Sig P	Collinearity Statistics	
				Tolerance	VIF
Transactional leadership	-0.093	-1.312	0.191	1.000	1.000
R= 0.93 Adjusted R² = -0.004 F=1.721 p<0.05*					

Studies conducted by Al-Hussami (2008:291) and Nguni *et al*, (2007:168) also affirm that transactional leadership behaviour is not a significant predictor of job satisfaction.

In the third model, passive-avoidance leadership style was entered into the regression model as the independent model and job satisfaction as the dependent variable. These results are reported in Table 4.11. Again no statistical significance was found ($p=0.743$; $p<0.05$; $t=-0.315$ with the $\Delta R^2 = 0.005$) which indicates that approximately 0.005% of the variance in job satisfaction is accounted for by passive-avoidance leadership. In terms of the beta weights, passive-avoidance leadership ($\beta=0.022$) impacts negatively on job satisfaction. The hypothesis (H3) that there is a significant negative relationship between passive-avoidance leadership style and employee job satisfaction is accepted.

Table 4.11: Model 3: Passive-avoidance leadership and Job satisfaction

Independent variable: Passive-avoidance leadership	Dependent variable: Job Satisfaction				
	Beta β	T	Sig P	Collinearity Statistics	
				Tolerance	VIF
Passive-avoidance	-0.022	-0.315	0.753	1.000	1.000
R= 0.022 Adjusted R² = -0.005 F=0.099 p<0.05*					

These results are consistent with those of a study conducted by Andrews, Richard, Robinson, Celano and Hallaron (2012:1107), who reported a negative correlation between passive-avoidance (*laissez-faire*) leadership style and job satisfaction. Morelo, Cuadrado, Navas and Morales (2007:359) indicated a highly negative correlation between *laissez-faire* leadership and employee satisfaction.

Upon comparing the beta values, it is observed that transformational leadership had the highest beta score indicating that it exerts the highest influence on job satisfaction.

4.3.6 Reliability analysis

Scale reliabilities were measured using the Cronbach Alpha coefficient. The results of the reliability tests are reported in Table 4.12.

Table 4.12: Construct reliability

Construct	No of Items	Reliability(α)
Transformational leadership	29	0.887
Transactional leadership	3	0.700
Passive-avoidance leadership	7	0.701
Job satisfaction	8	0.897

The minimum acceptable Cronbach alpha value in order to accept that a measurement scale is reliable is 0.7 (Blunch 2008:200). The results of the study show that all constructs, transformational leadership ($\alpha = 0.887$), transactional leadership ($\alpha = 0.700$) passive avoidance ($\alpha = 0.701$) attained Cronbach alpha values that were at least 0.7, which means that they met the minimum prescribed threshold.

4.3.7 Validity

To ascertain face validity, the questionnaire was reviewed by four members of faculty at a university of technology, whose lines of expertise fall within human resource management. The panel of experts made several recommendations on the technical aspects (for example, wording) with the aim of improving the face validity of the questionnaire.

To establish content validity, a pilot test was conducted using a convenient sample of 50 respondents. The pilot test was conducted in November 2015. After analysis of the pilot data, a decision was made to modify the questionnaire with the aim of improving its content validity. Changes were made to the wording of some of the questions in order to eliminate ambiguity and to address the lack of clarity and the number of questions. The final questionnaire was more accurate and appropriate in capturing the perceptions of respondents regarding the influence of leadership styles on job satisfaction within a logistics environment.

Construct validity was assessed through the use of correlation analysis. The results of the correlation analysis show that there was a positive association between job satisfaction and transformational leadership and negative associations between job satisfaction and two constructs, which are transactional leadership and passive-avoidance. This confirms that there was satisfactory construct validity in the measurement scales. Predictive validity was measured using regression analysis. The results of the regression analysis show that transformational leadership was statistically significant in predicting job satisfaction, which confirms that predictive validity was satisfactory in the study.

4.4 SYNOPSIS

The results of the empirical study were reported and interpreted in this chapter. The study employed a pilot study to test the reliability of the questionnaire. Means, correlations and descriptive analysis were carried out. The Cronbach alpha coefficient was used to assess the internal consistency and reliability of the instrument. Correlation and regression analyses were also performed. Content, construct, convergent and predictive validity were applied to measure the degree of validity of the instrument.

The next chapter provides a general overview of the study. The theoretical and empirical objectives are reconsidered. The conclusion, limitations, recommendations and implications for future research deriving from the study are provided.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The analysis of the collected data and the interpretation of results were discussed in the previous chapter. This chapter combines the previous aspects referred to in the study and provides the conclusions that were drawn from the main research findings. The recommendations that flow from the findings, as well as the limitations and implications for future research, are included.

5.2 SUMMARY OF THE RESEARCH

The main purpose of the study was to investigate employees' perceptions of the leadership styles of logistics supervisors and their influence on the job satisfaction of logistics employees (procurement, transportation, warehousing, legal and administration) in logistics organisations situated in Southern Gauteng.

In Chapter 1, the background and the motivation for the study as well as the objectives of the study were discussed.

In Chapter 2, an overview on the state of logistics was provided, definitions of leadership, evolution of leadership styles and their influence on employee performance. The chapter was concluded with the discussion on job satisfaction in an organisational context as well as leadership style and its relation to job satisfaction.

In Chapter 3, the empirical research design and procedures were discussed. This chapter documented the research design, the measuring instrument, the research process and the statistical procedures employed in the study.

In Chapter 4 the results of the statistical tests were documented and main observations were made. Descriptive analysis, factor analysis, correlation and regression analyses were conducted and the results discussed.

In this chapter conclusions will be drawn from both the literature review and the empirical research. Recommendations are made based on the findings of the study. The value as well as the limitations of the study are pointed out and recommendations for future research are made.

5.3 EVALUATION OF OBJECTIVES

The sections that follow synthesises how the theoretical and empirical objectives were achieved in the study.

5.3.1 Theoretical objectives

The following theoretical objectives were formulated for this study:

5.3.1.1 To review the literature on the various leadership styles within organisations

The literature review revealed many definitions of the concepts, as discussed in Section 2.4.1, 2.4.2 and 2.6.1 of Chapter 2. In the context of the workplace, leadership may be described as a social influence where the leader seeks the voluntary participation of employees to achieve organisational objectives. Leaders are termed good or bad by their actions and their ideologies (Penceliah & Mathe 2007:149). As the leadership of middle managers and supervisors were studied decades ago, certain changes became apparent, such as the leadership behaviour provided by these leaders when engaging with their followers (Huusko 2006:92). A significant factor that contributes to a supervisor's leadership effectiveness is the style of leadership adopted when interacting with subordinates.

In an attempt to explore the influence of various leadership styles, significant leadership theories emerged from the personality theory, through behaviourist and contingency theories. Section 2.7 explores the origin of leadership styles and how these are applied in different organisational settings. Each theory explores the effectiveness of a specific leadership style depending on the traits of a leader, maturity of the followers and the situation in which a leadership process takes place. Leadership styles have evolved over time, and this is probably because most managers in the past adopted authoritarian/autocratic styles while others employed democratic leadership approaches which were distinctive in their influence on the followers.

Jones and Rudd (2007:521) are of the view that in order for leaders to lead followers effectively, it is imperative that leaders become process leaders rather than relying solely on their content expertise. This therefore, presupposes that effective leadership is characterised by the leader's ability to inspire followers to accept change by communicating a vision for the future and motivating them to work willingly towards achieving such a vision. This requires a move away from traditional leadership styles to newer leadership styles characterised by collaboration and teamwork. In this study, the newer leadership styles characterised by the leaders' ability to lead

effectively as discussed in 2.8.1, 2.8.2 and 2.8.3 were transformational, transactional and passive-avoidance.

5.3.1.2 To review the literature on job satisfaction of employees within organisations

The literature review provided various definitions of job satisfaction, as discussed in Section 2.9.1. The amount of energy spent on studying job satisfaction is implicitly based upon the idea that satisfied workers, at all organisational levels are important contributors to an organisation's effectiveness and ultimately towards an organisation's long-term success. An employee's work and working relationship comprises a major aspect of an employees' total life. An employee's involvement in and commitment to their work and the satisfaction they derive from it, is most often a major concern to the individual and the organisation (Ottu & Nkenchor 2010:2999). A person's feelings about the satisfaction they derive from the job is highly influenced by the circumstances under which they are expected to perform the job (Warr & Clapperton 2010:26). Due to the crucial role that employees play in the success of the business, it is important that organisational leaders understand the dimensions that help shape employees' attitudes towards their jobs (Rogers, Clow & Kash 1994:140). A study conducted by Bowen, Cattell, Michelle and Distiller (2008:28) revealed other important factors that can influence employee levels of job satisfaction namely, personal satisfaction and accomplishment, a low degree of supervision and being encouraged to take initiative, being part of a team, undertaking challenging work, receiving recognition for achievements above the ordinary, receiving feedback on past performance and undertaking varied and non-repetitive work.

5.3.1.3 To review the literature on the relationship between different leadership styles and job satisfaction within organisations and their effect on overall organisational performance

Leadership scholars provided different definitions of leadership styles as mentioned in the literature review, these were discussed in sections 2.11, 2.13.1, 2.13.2 and 2.13.3. More often the leadership styles that supervisors utilise in the workplace influence job satisfaction of subordinates (Medley & Larochelle 1995:64). Ladebo (2008:480) posits that the quality of the relationship between an employee and the supervisor can be a source of motivation for employees to achieve higher performance and therefore develop positive attitudes. Therefore when an employee evaluates the supervisor's actions positively, they may reward the supervisor by continuing to work hard for the achievement of organisational goals. The effectiveness of a supervisor in motivating and satisfying employees is likely to be influenced by the degree to

which they can adapt their leadership behaviours and styles to match the characteristics of the employees (Liu, Lepak, Takeuchi & Sims 2003:128). A study conducted by Walumbwa, Orwa, Wang and Lawler (2005:249) revealed a positively significant relationship between transformational leadership and job satisfaction. Nguni, Slegers and Denessen (2006:168) revealed that transformational leadership style had the greatest influence on variables such as employee commitment, organisational citizenship behaviour and job satisfaction. A study conducted by Andrews, Richard, Robinson, Celano and Hallaron (2012:1107) reveal that while satisfaction with leadership was predicted by transformational attributes and outcomes, the transactional leadership focusing on contingent reward was highly correlated with satisfaction and leadership. Studies conducted by Andrews, Richard, Robinson, Celano and Hallaron (2012:1107) and Morelo, Cuadrado, Navas and Morales (2007:359) reported a negative correlation between passive-avoidance leadership style and job satisfaction.

5.3.2 Evaluation of empirical objectives

The following empirical objectives were addressed in this study:

5.3.2.1 To determine perceptions of logistics employees (procurement, transportation, warehousing, legal and administration) regarding leadership styles of their supervisors

This objective was achieved in Section 4.3.2 (overall means of the constructs in the study) of Chapter 4. The means obtained in Section 4.3.2.1, when analysing participants' responses on transformational leadership style, ascertain that managers or supervisors habitually exhibited transformational leadership behaviours. Transformational leaders exhibit leadership behaviours characterised by intellectual stimulation to challenge their followers' thoughts and imagination, creativity and recognition of their values, beliefs and their mind-set. Therefore transformational leaders are instrumental in helping employees to achieve notable levels of performance. If transformational leadership is appropriately practised within the logistics industry, then there is potential to transform the prevailing negative climate to a positive one and this can help to elicit quality improvements and therefore enable logistics employees to increase customer satisfaction.

The analysis of participants' responses on transactional leadership style was discussed in Section 4.3.2.2 of Chapter 4. The means obtained on transactional leadership style show that respondents confirmed that their managers/supervisors often exhibited transactional leadership styles. Transactional leaders create a strong expectation from their followers with clear indications of what they will receive in return for meeting the expectations (Barbuto 2005:27). Transactional

leadership style is further considered to be unique in a sense that the leader involves contingent reinforcement. This therefore presupposes that followers are motivated by the leaders' promises, praise and rewards or they are corrected by negative feedback, reproof, threats or disciplinary actions. The leader will then be motivated to respond as to whether the followers carry out what the leaders and followers have transacted to do (Bass & Steidlemeier 1999:184).

The analysis of participants' responses on passive-avoidance leadership style was discussed in Section 4.3.2.3 of Chapter 4. The means obtained shows an intermediate inclination between the 'sometimes' and the 'fairly often' points. This result indicates some level of exposure to passive avoidance behaviours from managers/supervisors. Bass (1990:545), Xirasagar (2008: 602) and Limsila and Ogunlana (2008: 165) reported a negative association between passive-avoidance leadership style and job satisfaction. Leaders believe in transferring their leadership powers to the subordinates and are somehow perceived as leaders who had no confidence in their own leadership abilities (Bass 1990:545). Leadership scholars perceive passive-avoidance leadership style as indifferent or as displaying a lack of leadership (Xirasagar 2008:602).

5.3.2.2 Determine the level of job satisfaction of logistics employees (procurement, transportation, warehousing, legal and administration)

This objective was achieved in Section 4.3.4 of Chapter 4. The means obtained in Table 4.5 when analysing participants' responses on job satisfaction indicates a general inclination towards satisfaction. These results further imply that most logistics employees perceived that their job satisfaction was relatively satisfactory. A person with a high level of satisfaction holds positive feelings about the job. An employee's involvement in and commitment to their work and the satisfaction they derive from it is most often a major concern to the individual and the organisation (Ottu & Nkenchor 2010:2999).

5.3.2.3 To explore the relationship between leadership styles of supervisors and job satisfaction of logistics employees (procurement, transportation, warehousing, legal and administration)

Conclusions were drawn based on the findings in Section 4.3.5 (correlations: transformational and transactional leadership styles). Moderate positive correlation was found between transformational and transactional leadership styles ($r=0.346$; $p<0.05$). Although transactional and transformational leadership styles share common elements such as providing clarity of desired outcomes, recognising accomplishments and rewarding high performance, there are substantive differences in process and behaviour. Transformational leaders motivate their

followers to perform beyond expectations by raising followers' confidence levels and providing support for developing to higher levels. Transactional leaders are characterised by exchange relationships that involve the reward of effort, productivity and loyalty. Both transformational and transactional leaders are described as leaders who actively intervene to try to prevent problems, although they use different approaches.

A moderate positive correlation was also found between transformational and transactional leadership styles ($r=0.346$; $p<0.05$). Transformational leaders have a significant influence on the work attitudes and behaviour of the followers whereas passive-avoidance leaders believed in transferring their leadership powers to the subordinates and somehow are perceived as leaders who had no confidence in their own leadership abilities.

A moderate positive correlation was found between transformational leadership style and job satisfaction. ($r=0.306^{**}$ $p<0.05$). These results imply that when logistics managers/supervisors exhibit transformational leadership behaviour then there is a greater propensity for employees to exhibit greater levels of job satisfaction.

A strong negative correlation was found between transactional leadership style and job satisfaction ($r=-0.93^{**}$ $p<0.05$). This means that job satisfaction decreases when transactional leadership increases and vice versa.

A weak negative correlation between passive/avoidance leadership style and job satisfaction ($r=-0.26$; $p<0.01$) was found. This means that passive/avoidance type of leadership decreases with decreasing levels of job satisfaction. An interesting aspect about this leadership approach is that passive leaders have a tendency to compromise the leader's active role which exerts a negative influence upon follower's satisfaction with leadership through avoidance of leadership action. Moreover, through regression analysis it was revealed that only transformational leadership style had a significant influence on employee job satisfaction.

5.4 RECOMMENDATIONS

The study provided an overview of the relationship between transformational, transactional and passive-avoidance leadership styles and job satisfaction. Based on the findings of the empirical study, a number of recommendations are made to guide logistics organisations' supervisors/managers in understanding the influence of the above-mentioned leadership styles on job satisfaction. The recommendations are singled out as per postulated relationship between study constructs.

Since the results of the study showed a positive association between transformational leadership and job satisfaction, it is necessary to improve transformational leadership in order to increase job satisfaction. It is therefore recommended that managers/supervisors pay attention to the following aspects to improve transformational leadership:

- Be a mentor or a coach more than a boss, assign and delegate work based on talents and interests of the subordinates but also challenge their comfort zones.
- Become a role model who will not ask subordinates to do tasks that you as a leader won't be able to do and be an example to them on how to take calculated risks.
- Be committed to the organisation's vision and inspire the subordinates to accept new ideas and embrace work-related challenges.
- Motivate the subordinates to bring their best by expressing your passion, communicating with confidence and optimism.
- Treat subordinates as individuals by giving them personal attention, act with integrity and uphold ethical standards at all times.
- Challenge subordinates to apply their minds in developing new ways of doing tasks.
- Give support, provide resources, and remove barriers to change and most importantly inspire the subordinates to approach problems as learning opportunities.
- Perhaps most importantly, a different but an effective leadership style such as authentic leadership style can be applied. This may be important particularly when considering the fact that authentic leadership style has similar characteristics as transformational leadership style.

Through regression analysis, the results of the study showed a strong negative association between transactional leadership style and job satisfaction. These results are interesting because most studies conducted on transactional leadership found a positive correlation between transactional leadership and job satisfaction. However, it is notable that to increase job satisfaction, transactional leadership must be improved. It is recommended that manager/supervisors consider doing the following:

- Elicit desired performance from the subordinates by motivating them externally.
- Reward the subordinates for behaving in the expected manner, and punish them if they deviate.

- Be pragmatic in your approach when solving problems and take all realistic constraints and opportunities into account.
- Keep a watchful eye on the performance of the subordinates, based on specific goals and targets you have set for them, and if subordinates achieve a predetermined goal or a target, then reward them appropriately.
- Tolerate existing systems and constraints and ensure that you operate from within the boundaries to achieve the goals of the organisation.
- Be passive especially when focusing on maintaining the status quo and react to things as they happen but take proactive steps to prevent problems.
- Place emphasis on hierarchy, the corporate structure and culture of the organisation.
- Appeal to the self-interest of the subordinate.

The results of the study showed a negative association between transactional leadership and job satisfaction, it is necessary to improve transactional leadership in order to increase job satisfaction. It is recommended that managers/supervisors pay attention to the following aspects:

- Understand which rewards motivate the subordinates because what works for one person may not necessarily work for the other.
- Link the rewards that are most valued by each subordinates with the successful completion of the task.
- Enable subordinates to understand the reward system and how they can achieve the performance that will enable them to receive rewards.
- Ensure that both reward and punishment systems are in place and are consistently used.
- Provide timely feedback throughout the work process as this will allow you to monitor subordinates' progress towards attainment of goals.
- Give feedback about the quality/quantity of work subordinates do.
- Shape subordinates expectations to the reward they will receive for their efforts.
- Ensure that rewards and recognition are provided shortly after performance.

The results of the study found a weak negative association between passive-avoidance leadership style and job satisfaction. It is therefore recommended that managers/supervisors try to avoid the use of passive-avoidance leadership style at all costs.

The means obtained on passive-avoidance leadership style shows an intermediate inclination between the ‘sometimes’ and the ‘fairly often’ points. This result indicates some level of exposure to passive avoidance behaviours from managers/supervisors. Just like any other management style, passive leadership is not a one-size-fits-all solution. If it works really well with subordinates who have expertise in their field; this may increase their job satisfaction. The question is when can passive-avoidance leadership then be effective? Here are some recommendations to managers/supervisors as to how can passive-avoidance leadership style be made effective;

- Assign goals to subordinates but let them know that methods for reaching such goals are left to themselves.
- Give subordinates autonomy to make decisions by themselves.
- Allow subordinates to solve the problems by themselves as well.
- Expect the subordinates to take initiatives in what they need to do or perform to produce results.

5.5 STUDY LIMITATIONS AND IMPLICATIONS FOR FUTURE RESEARCH

Results from this study offer several implications for future research in the area of leadership and job satisfaction. The study used a quantitative research design. Future research on these constructs can make use of a mixed method approach to more meaningful results. The sample was restricted to a small sample. However, the purpose was not to generalise the findings outside the sample, but to understand the phenomenon in its context, and future research is required to incorporate a wider range of other leadership styles and examine their influence on job satisfaction from other logistics companies throughout the entire Gauteng province. Future studies should include employees from the other departments.

5.6 CONCLUDING REMARKS

People employed in the logistics industry are critical for the success of an organisation. However, it is a known fact that the world is faced with radical changes, and this therefore exerts more pressure on logistics organisations to cope with customers who are becoming sophisticated and more demanding. Leadership is perceived to be the key factor in determining whether these organisations will be able to capitalise on the opportunities that evolve from these changes. The way in which logistics organisations respond to these changes will be highly dependent on the

values, attitudes, styles and responses of those individuals assigned to lead and in this case could be managers/supervisors. Due to decentralisation and other changes associated with organisations, supervisors' leadership behaviour, particularly the way in which supervisors interact with the subordinates, is becoming more critical in influencing subordinates' performance and outcomes as compared to the influence of an organisation itself. According to the results of the study, logistics supervisors/managers have the power to increase the levels of job satisfaction of their subordinates. This can be achieved by defining their roles as leaders, demonstrating leadership abilities and most importantly adopting specific leadership styles that are more effective in certain work situations.

Hopefully, with better understanding of the role that logistics play in the success of an organisation as well as the economy of a country, enhancing logistics performance through effective leadership within organisations and in particular in African economies is considered to be a crucial start towards creating a more productive, service-oriented and efficient solution to most logistical problems in South Africa. The topic of job satisfaction is of great interest to both people employed in organisations and those studying it simply because employee job satisfaction is an important determinant of operational performance.

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ANNEXURE A - QUESTIONNAIRE

Vaal University of Technology



Department of Human Resources Management

COVERING LETTER

1 November 2012

Dear Sir/Madam

I am currently studying for my Masters degree at the Vaal University of Technology. I humbly request you to participate in the survey that is conducted on "the relationship between leadership styles of managers/supervisors in logistics organisations and its relationship with employee job satisfaction". This study is undertaken solely for research purposes. The anonymity and confidentiality of respondents will be guaranteed. Participation in the study is voluntary. Your contribution will assist enormously to contribute to the scientific knowledge in leadership styles and job satisfaction. All questionnaires will be coded and no names of the respondents will be disclosed. Personal responses from individuals will not be ascribed to any individual. All data will be computed in aggregate and not be linked to any respondent. The questionnaire will take approximately 15 minutes to complete.

Thank you for your valuable time taken in completing the questionnaire.

Yours sincerely

Researcher: Mr. Tshepo Tsepetsi

Supervisor: Prof. Roy Dhurup

Co-supervisor: Dr P A Joubert

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Questionnaire

Managers/Supervisors leadership styles and employee job satisfaction

SECTION A - BIOGRAPHICAL DETAILS

This section humbly seeks some background information of respondents. Please note that this information is essential which will assist in documenting the characteristics of the research sample. Please indicate your responses by crossing (x) the appropriate block or by filling the answer.

A1 Gender

Male	1
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Female	2
--------	---

A2 Ethnicity

Black	White	Other
1	2	3

A3 Age group

Below 25 years
1

25-34 years
2

35-44 years
3

45-54 years
4

Over 54 years
5

A4 Highest level of education

University/ University of Technology	1
FET college/Technical college	2
Matric/Grade 12	3
Primary school	4
Others (please specify)	5

A5 Work experience

Below 5 years	5 -10 years	11 -16 years	Over 16 years
1	2	3	4

A6 Current section that you work

Procurement	1
Transport	2
Warehousing	3
Other (e.g Legal, Draft)	4

A7 Type of employment contract with your organisation

Permanent contract <input type="checkbox"/>	2. Fixed term contract <input type="checkbox"/>	3. Temporary employment <input type="checkbox"/>
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SECTION B: MULTIFACTOR LEADERSHIP QUESTIONNAIRE (Bernard M. Bass & Bruce J. Avolio, 1997).

Instructions:

In this section please describe the leadership styles of your manager/supervisor. Please place a cross (x) on the appropriate number that best describes your manager's/supervisor's leadership style.

USE THE FOLLOWING SCALE FOR YOUR RATING

Not at all	Once a while	Sometimes	Fairly often	Frequently
0	1	2	3	4

Please place the most appropriate number, ranging from 0 to 4 on the block on the right hand side for each statement

My manager/supervisor that I am rating ...

Place the most appropriate number here

B1	Provides me with assistance in exchange for my efforts	↓
B2	Re-examines critical assumptions to question whether they are appropriate	
B3	Fails to interfere until problems become serious	
B4	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards	
B5	Avoids getting involved when important issues arise	
B6	Talks about their most important values and beliefs	
B7	Is absent when needed	
B8	Seeks differing perspectives when solving problems	
B9	Talks optimistically about the future	
B10	Instills pride in me for being associated with him/her	
B11	Discusses in specific terms who is responsible for achieving performance targets	
B12	Waits for things to go wrong before taking action	
B13	Talks enthusiastically about what needs to be accomplished	
B14	Specifies the importance of having a strong sense of purpose	
B15	Spends time teaching and coaching	
B16	Makes clear what one can expect to receive when performance goals are achieved	
B17	Shows that he/she is a firm believer in 'if it ain't broke, don't fix it.'	
B18	Goes beyond self-interest for the good of the group	
B19	Treats me as an individual rather than just as a member of a group	
B20	Demonstrates that problems must become chronic before taking action	
B21	Acts in ways that builds my respect	
B22	Concentrates his/her full attention on dealing with mistakes, complaints, and failures	

B23	Considers the moral and ethical consequences of decisions	
B24	Keeps track of all mistakes	
B25	Displays a sense of power and confidence	
B26	Articulates a compelling vision of the future	
B27	Directs my attention toward failures to meet standards	
B28	Avoids making decisions	
B29	Considers me as having different needs, abilities, and aspirations from others	
B30	Gets me to look at problems from many different angles	
B31	Helps me to develop my strengths	
B32	Suggests new ways of looking at how to complete assignments	
B33	Delays responding to urgent questions	
B34	Emphasizes the importance of having a collective sense of mission	
B35	Expresses satisfaction when I meet expectations	
B36	Expresses confidence that goals will be achieved	
B37	Is effective in meeting my job-related needs	
B38	Uses methods of leadership that are satisfying	
B39	Gets me to do more than I expected to do	
B40	Is effective in representing me to higher authority	
B41	Works with me in a satisfactory way	
B42	Heightens my desire to succeed	
B43	Is effective in meeting organizational requirements	
B44	Increases my willingness to try harder	
B45	Leads a group that is effective	

SECTION C: EMPLOYEE JOB SATISFACTION

We would like to find out a little more about your job satisfaction as an employee in your organisation. Please indicate the extent to which you agree or disagree by encircling the corresponding number between 1 (Very dissatisfied) and 5 (Very satisfied).

C1	The competence of my supervisor in making decisions	Very dissatisfied	1	2	3	4	5	Very satisfied
C2	The way my job provides for steady employment	Very dissatisfied	1	2	3	4	5	Very satisfied
C3	The way company policies are put into practice	Very dissatisfied	1	2	3	4	5	Very satisfied
C4	The way my boss handles his/her workers	Very dissatisfied	1	2	3	4	5	Very satisfied
C5	My pay and the amount of work I do	Very dissatisfied	1	2	3	4	5	Very satisfied
C6	The working conditions and environment	Very dissatisfied	1	2	3	4	5	Very satisfied
C7	The praise I get for doing a good job	Very dissatisfied	1	2	3	4	5	Very satisfied
C8	The feeling of accomplishment I get from the job	Very dissatisfied	1	2	3	4	5	Very satisfied

Thank you for time and your cooperation. Your views are much appreciated.