

# **CHANGE CENTERED LEADERSHIP AND VARIOUS CORRELATES**

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## ABSTRACT

The phenomenon of change in organisations and the organisational environment has led researchers in Scandinavia to investigate another possible leadership behaviour dimension present in contemporary leaders (Ekvall, 1991; Ekvall & Arvonen, 1991, 1994). An additional leadership behaviour dimension was identified to those identified by the Michigan and Ohio State Universities in the 1950s and 1960s. They identified specific change-oriented leadership behaviours and named it "Change-oriented" leadership behaviour. The justification for this new leadership dimension is based upon the changing circumstances within which contemporary leaders have to lead all the time. The measurement of this dimension has subsequently been repeated successfully with larger samples and in other locations within Europe. However, it has not been replicated elsewhere.

The primary objective of this study is to replicate the measurement of the three identified behavioural dimensions within a South African context to establish whether and to what extent especially the third leadership behaviour dimension exists. Ekvall's (1991) three-dimensional leadership behaviour scale was used for this purpose. The question arose to what extent change oriented leadership behaviour relates to other variables. An investigation was conducted on the relationships between change-oriented leadership behaviour and Organisation Citizenship behaviour (OCB), Emotional Intelligence (EI) and Visioning Ability. OCB was measured with the scale validated by Van Dyne, Graham and Dienesch (1994). The only available and validated scale to measure visioning ability was used (Thoms & Blasko, 1999). EI was measured with the validated scale of Rahim and Minors (personal communication, April, 2001).

All the psychometric instruments were applied to a South African sample of senior managers in a group of different companies. Exploratory and Confirmatory Factor Analysis, matching of Confirmatory Factor Analyses indices and coefficients of congruency calculations, were done on the leadership behaviour scale to minimise error variance, to test construct validity and to determine the portability to the South African cultural context.

A secondary objective was to replicate the cluster analyses done by the Scandinavians to investigate if specific leadership behaviour styles could be identified within the South African context. Thirdly, the different factors instrumental to OCB, EI and visioning ability, were analysed in relation to the three leadership dimensions by means of correlation and multiple regression. Finally, to determine differences in leadership behaviour dimensions for the sample in terms of their demographic variables N-Par One-way Analysis-of-variance was done.

This study confirms that the three-dimensional leadership behaviour structure is identifiable in the South African context. The results demonstrate that the measurement scale of Ekvall (1991) has satisfactory portability. The results also indicate significant construct validity of the three-dimensional leadership behaviour construct.

This study also replicates the finding that the three-dimensional leadership behaviour scale can be utilised to differentiate between leadership styles of individuals, based on the combination of leadership behaviours along each dimension of the 'Change, Production and Employee' (CPE) model.

Leadership behaviour dimensions correlated significantly with emotional intelligence dimensions for the leaders in this study. The change-

centred leadership behaviour sub-scale was significantly related to the Self-motivation and Empathy sub-scales and related to the Self-awareness EI sub-scale for the leader.

The three leadership behaviour dimensions showed no significant relations with visioning ability as well as OCB of the respondents.

N-Par One-way Analysis-of-variance identifies eight demographic variables as significant predictors of the level of the change-centred leader behaviour factor. Demographic variables included are: respondent's race group, the leader's hierarchical level, the respondent's hierarchical level, the leader's educational level, the leader's number of subordinates, the subordinate's number of subordinates, the leader's number of people they are directly and indirectly responsible for, and the leader's functional group.

Successful attainment of the study objectives led to several directions for future research and implications for management.

## EKSERP

Die verskynsel van verandering in organisasies en die werksomgewing het daartoe gelei dat navorsers in Skandinawië die moontlikheid van 'n addisionele leierskapsgedrag dimensie vir hedendaagse leiers ondersoek het (Ekvall, 1991, Ekvall & Arvonen, 1991, 1994). 'n Nuwe leierskapsgedrag dimensie is gevind wat nie identifiseer is deur die leierskapsgedragnavorsing van beide die Michigan Staatsuniversiteit en die Ohio Staatsuniversiteit in die 1950s en 1960s nie. Die nuwe leierskapsgedragfaktor wat identifiseer is, is die "veranderingsgeoriënteerde-leierskapsgedrag" genoem. Die regverdiging vir hierdie nuwe leierskapsdimensie word gebaseer op die veranderende omstandighede waarin hedendaagse leiers leiding moet gee. Die meting van hierdie dimensie is sedertdien suksesvol herhaal met groter steekproewe in ander lande in Europa. Hierdie navorsing is egter nog nie in ander wêrelddele herhaal nie.

Die primêre doel van hierdie studie was om die Skandinawiese werk in 'n Suid-Afrikaanse konteks te herhaal om vas te stel tot watter mate hierdie derde leierskapsgedrag-dimensie bestaan. Vir hierdie doel is Ekvall (1991) se driedimensionele leierskapsgedragvraelys gebruik. Die vraag wat ontstaan het is tot watter mate veranderingsgeoriënteerde-leierskapsgedrag verband hou met ander veranderlikes. 'n Ondersoek is geloods om die verwantskappe te meet tussen veranderingsgeoriënteerde-leierskapsgedrag en organisasie burgerskapsgedrag (OBG), emosionele intelligensie (EI) en visionêre vermoë (VV) onderskeidelik. OGB is bemeet deur die skaal ontwikkel deur Dyne, Graham en Dienesch (1994). Die enigste beskikbare en geldige skaal om visionêre vermoë te meet, is

gebruik (Thoms & Blasko, 1999). Emosionele intelligensie is gemeet met die skaal van Rahim en Minors (persoonlike kommunikasie, April, 2001).

Hierdie psigometriese instrumente is toegepas op 'n Suid-Afrikaanse steekproef van senior bestuurders in 'n groep bestaande uit verskillende maatskappye. Eksploratiewe en Bevestigende Faktoranalise is gedoen en ooreenstemmingstoetsings van Bevestigende Faktoranalise-indekse en Kongruensiekoëffisiënte is bereken om die drie-dimensionele leierskapskaal te toets vir konstrugeldigheid en om die oordraagbaarheid daarvan na die Suid-Afrikaanse kultuur te bepaal.

Die tweede doelwit was om te bepaal of die tros- of groepsanalise wat die Skadinawiese navorsers gedoen het om te bepaal of spesifieke leierskapsgedragstyle bestaan, in 'n Suid-Afrikaanse konteks repliseerbaar is. Derdens is verskeie korrelasies tussen die leierskapsdimensies, OBG, EI en VV geanaliseer vir verwantskappe met die drie leierskapsdimensies deur middel van korrelasie en Veelvuldige Regressie metodes. Laastens is verskille in leierskapsgedrag-dimensies ondersoek in terme van demografiese veranderlikes met behulp van Nie-Parametriese Analise-van-Variansie metodes.

Die studie het bevestig dat die drie-dimensionele leierskapsgedragstruktuur in die Suid-Afrikaanse konteks identifiseer kan word. Die resultate het bewys dat die meetinstrument van Ekvall (1991) bevredigende oordraagbaarheid toon. Die resultate dui ook daarop dat die drie-dimensionele leierskapsgedragkonstruk voldoende konstrugeldigheid het.

Die studie het ook die bevinding bevestig dat die drie-dimensionele leierskapsgedrag skaal gebruik kan word om tussen leierskapstyle van

individue te kan onderskei. Hierdie onderskeid word gebaseer op kombinasies van leierskapsgedrag volgens die verskillende dimensies van die 'Verandering-, Produksie- en Werknemermodel'.

Die leierskapsgedrag-dimensies het beduidend korreleer met emosionele intelligensie dimensies vir die leiers in hierdie studie. Die veranderingsgeoriënteerde-leierskapsgedrag subskale het beduidende verwantskappe getoon met die selfmotiverings- en empatiesubskale en voldoende verwantskappe getoon met die selfbewustheidssubskaal vir die leier.

Die drie leierskapsgedrag dimensies het geen beduidende verwantskappe met visionêre vermoë en die OBG van die respondente getoon nie.

Met die toepassing van Nie-Parametriese Analise-van-Variansie is gevind dat agt demografiese veranderlikes beduidende voorspellers is van die vlak van veranderingsgeoriënteerde-leierskapsgedrag. Hierdie demografiese veranderlikes is die respondente se rassegroep, die leier se hiërargiese vlak, die leier se vlak van tersiêre opvoeding, die leier se aantal ondergeskiktes, die ondergeskikte se aantal ondergeskiktes, die aantal mense waarvoor die leier direk sowel as indirek verantwoordelik is en die leier se funksionele groep.

Die suksesvolle bereiking van die studie se doelwitte het aanleiding gegee tot voorstelle vir verskeie nuwe rigtings van toekomstige navorsing en moontlike gevolge binne organisasiebestuur.

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