

THE EFFECTS OF LEADERSHIP STYLES ON WORKER MOTIVATION

BY

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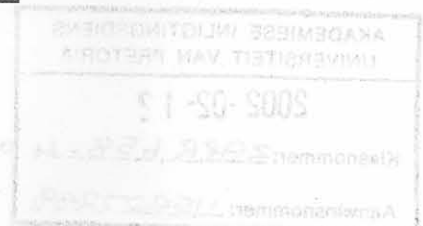
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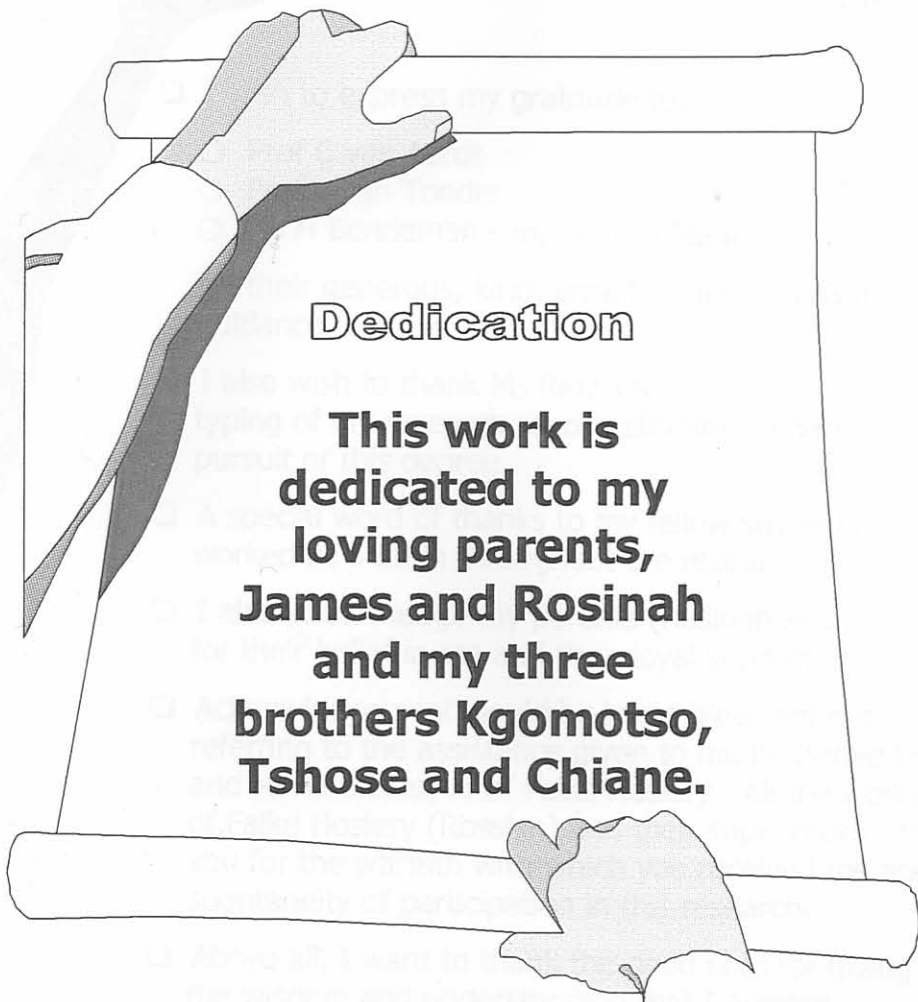
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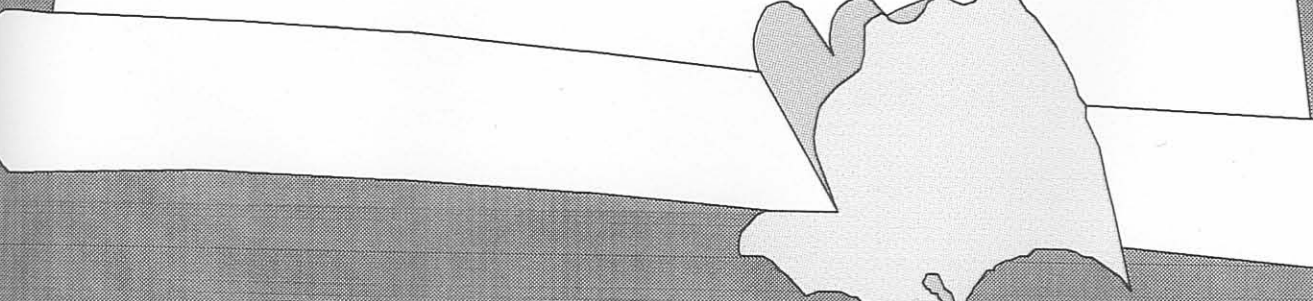


Dedication

**This work is
dedicated to my
loving parents,
James and Rosinah
and my three
brothers Kgomotso,
Tshose and Chiane.**



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- 

OPSOMMING

ABSTRACT

The unique problems of South African organisations and the projected changes regarding organisational structures and processes pose a challenge for South African organisations to look into the phenomenon of leadership and the effects thereof. The foundations of leadership rest in the way a manager or any other person influence the behaviour of other people. Managers or supervisors use their power in ways that influence others to work hard and willingly apply their efforts in the given work (worker motivation).

The present study seeks to look into the impact of different leadership styles on worker motivation in the organisation under study (Falke Hosiery). Hersey and Blanchard's situational theory is used as a theoretical framework in this study. Hersey and Blanchard's situational theory proposes that there is no one best way to influence people but the leadership style to be employed is guided by the given situation. This model also integrates the Maslow's hierarchy of needs theory and Herzberg's motivation-hygiene theory and establishes the tendency that each leadership style has on triggering certain motivational factors i.e. the selling leadership style triggering the physiological and safety needs. This model is used as a benchmark in this study as it clearly highlights the relationship between the leadership styles used and worker motivation.

The findings in this study are that the telling leadership style is used to a larger extent in this organisation owing to the fixed procedures that have to be employed to get the work done. The selling, participating and the delegating leadership styles are minimally used in this organisation and the motivational factors as indicated in the Hersey and Blanchard's situational theory are stimulated to a lesser extent. In conclusion the basic aims of this study are achieved as the findings clearly highlighted the motivation level of employees by looking into the motivational factors apparent in this organisation and the leadership styles as used in this organisation. The relationship between the leadership styles and worker motivation was also established by looking into the tendencies that each leadership style has in triggering certain motivational factors as proposed in the Hersey and Blanchard's situational theory.

het in die afdel van sekere motiveringsfaktore soos voorgestel in Hersey en Blanchard se situasionale teorie.

OPSOMMING

Die unieke probleme van Suid Afrikaanse organisasies en die geprojekteerde veranderinge wat betref organisatoriese strukture en –prosesse, hou 'n uitdaging in Suid Afrika organisasies in om die fenomeen van leierskap en die effek daarvan te ondersoek. Die fundamente van leierskap is gebaseer op die manier wat 'n bestuurder of enige ander persoon die gedrag van ander beïnvloed. Bestuurders gebruik hulle mag op maniere wat ander beïnvloed om hard te werk en vrywilliglik hulle pogings aan te wend in 'n werksituasie (werker motivering).

Die studie oog om die impak van verskillende leierskapstyle op werker motivering in die organisasie (Falke Hosiery) te bepaal. Hersey en Blanchard se situasionele teorie word gebruik as teoretiese raamwerk in hierdie studie. Hierdie teorie neem aan dat daar nie een beste manier is om persone te beïnvloed nie, maar dat die leierskapstyl bepaal word deur 'n gegewe situasie. Hierdie model integreer ook Maslow se teorie van 'n hierargie aan behoeftes en Herzberg se motivering-higiene teorie. Dit bevestig die tendens dat elke leierskapstyl 'n snellerfaktor is vir sekere motiveringsfaktore, byvoorbeeld, die verkoopstyl is 'n snellerfaktor vir fisiologiese- beskermingsbehoefes. Hersey en Blanchard se model word gebruik as 'n vertrekpunt in hierdie studie, aangesien dit die verhouding tussen leierskapstyle en werker motivering beklemtoon.

Die bevindinge van die studie vertel dat die verkoops-leierskapstyl tot 'n groter mate in organisasie gebruik word, as gevolg van die vasgestelde prosedure wat gevolg moet word om 'n taak af te handel. Die verkoops-, deelnemende-, en delegerende style word minimaal gebruik in hierdie organisasie en die motiveringsfaktore soos aangedui deur Hersey en Blanchard se situasionale teorie word tot 'n mindere mate gestimuleer.

In konklusie, is die basiese doelwitte van die studie bereik, aangesien die bevindinge duidelik die motiveringsvlakke van werknemers beklemtoon deur te kyk na die motiveringsfaktore en leierskapstyle wat op die voorgrond is in hierdie organisasie. Die verhouding tussen die leierskapstyle en werkersmotivering is ook gevestig deur die tendense wat elke leierskapstyl het in die afset van sekere motiveringsfaktore soos voorgestel in Hersey en Blanchard se situasionale teorie.

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