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The relationship between an employee's perception of a leader's propensity to practice *Ubuntu* and employee engagement in South Africa

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A research proposal submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Business Administration.

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ABSTRACT

The purpose of this quantitative research was to examine the relationship between African leadership philosophy of *Ubuntu* and employee engagement. The study aimed to test for the existence of a significant relationship between *Ubuntu* and employee engagement and whether this can be moderated for the race and gender of the leader. An online survey that included measures of *Ubuntu* and employee engagement was completed by 247 employees working at a South African multinational. The majority of the respondents were between the ages of 30 and 49 years with 64% being male and 42% being of African descent.

The linear regression found a significant, moderate, positive correlation between employee engagement and *Ubuntu*. Hierarchical linear regression found that this relationship is not be moderated by the leaders race or gender. A limitation of the research was that it was conducted on one South African company's workforce; therefore the results gained cannot be inferred without being aware of this context. The findings of this research indicate that the adoption of the African leadership philosophy of *Ubuntu* can benefit managers operating in the South African business environment increase employee engagement. This research contributes to the theory of *Ubuntu* and African management philosophy.

KEYWORDS

Ubuntu

Employee engagement


Leader

Race

Gender

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.



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7 November 2018

TABLE OF CONTENTS

ABSTRACT	ii
KEYWORDS	ii
DECLARATION	iii
LIST OF FIGURES	vi
LIST OF TABLES.....	vi
CHAPTER 1: INTRODUCTION TO THE RESEARCH PROBLEM.....	1
1.1. Title.....	1
1.2. Research problem.....	1
1.3. Research objectives	4
1.4. Research purpose.....	4
1.5. Summary	5
CHAPTER 2: LITERATURE REVIEW	6
2.1. Introduction	6
2.2. Employee engagement and its antecedents.....	6
2.3. Leadership as an antecedent.....	10
2.4. Ubuntu as a leadership philosophy	12
2.5. Race and gender in the leader follower relationship.....	15
CHAPTER 3: REASEARCH HYPOTHESES.....	17
3.1. Introduction	17
3.2. Hypothesis One.....	17
3.3. Hypothesis Two.....	17
3.4. Hypothesis Three	17
CHAPTER 4: RESEARCH METHODOLOGY	18
4.1. Introduction	18
4.2. Research methodology and design.....	18
4.3. Population	19
4.4. Unit of analysis	19
4.5. Sampling method and size	19
4.6. Measurement instrument	20
4.7. Data gathering process	20
4.8. Analysis approach.....	21
4.9. Research limitations	23
CHAPTER 5: RESULTS	25
5.1. Introduction	25

5.2. Descriptive statistics	25
5.3. Validity	27
5.4. Reliability	28
5.5. Factor analysis	29
5.6. Hypothesis testing.....	30
5.7. Summary	33
CHAPTER 6: DISCUSSION OF RESULTS	34
6.1. Introduction	34
6.2. Descriptive statistics	34
6.3. Hypothesis discussion.....	35
6.4. Summary	38
CHAPTER 7: CONCLUSION	39
7.1. Introduction	39
7.2. Principal findings	39
7.3. Implications for theory	40
7.4. Implications for management	40
7.5. Limitations of the research.....	42
7.6. Suggestions for future research.....	42
7.7. Concluding statement.....	43
REFERENCE LIST	44
APPENDIX 1: MEASUREMENT INSTRUMENT.....	51
APPENDIX 2: CONSISTENCY MATRIX.....	54
APPENDIX 3: APPROVAL FROM NAMPAK PRODUCTS LIMITED TO DISTRIBUTE SURVEY	56
APPENDIX 4: ETHICAL CLEARANCE	57
APPENDIX 5: STATISTICAL RESULTS	58
APPENDIX 6: CERTIFICATION OF ADDITIONAL SUPPORT	73
APPENDIX 7: COPYRIGHT DECLARARTION.....	74

LIST OF FIGURES

Figure 1: Conceptual model of antecedent variables to employee engagement.....	8
Figure 2: Conceptual model of outcome variables to employee engagement.....	10
Figure 3: Testing for homoscedasticity.....	30
Figure 4: Testing for linearity.....	31

LIST OF TABLES

Table 1: Age of responses.....	25
Table 2: Gender of respondents.....	26
Table 3: Race of respondents.....	26
Table 4: Age of managers.....	26
Table 5: Gender of managers.....	26
Table 6: Race of managers.....	27
Table 7: Bivariate Correlations for Emotional Commitment scale questions and the item total score.....	27
Table 8: Cronbach's Alpha for Ubuntu scales.....	28
Table 9: Cronbach's Alpha for Employee Engagement scales.....	28
Table 10: Emotional Commitment Correlation Matrix.....	29
Table 11: Emotional Commitment KMO and Bartlett Test.....	29
Table 12: Emotional commitment Total Variance Explained.....	30
Table 13: Model summary.....	31
Table 14: ANOVA results.....	32
Table 15: Model summary.....	32
Table 16: ANOVA results.....	32
Table 17: Model summary.....	33
Table 18: ANOVA results.....	33

CHAPTER 1: INTRODUCTION TO THE RESEARCH PROBLEM

1.1. Title

“The relationship between an employee’s perception of a leader’s propensity to practice *Ubuntu* and employee engagement in South Africa”

1.2. Research problem

Globally, as companies attempt to remain competitive, business managers are becoming increasingly concerned about the level of engagement of their employees, listing this as a top priority on their agendas (Pather, 2014, p. 1). A 2013 survey in the Harvard Business Review, titled “The impact of employee engagement on performance”, found that employee engagement is highly rated as a top priority among business leaders of companies globally (Anonymous, 2013, p. 1).

The focus on employee engagement is not just a global phenomenon, but it is also very relevant in the South African context. HR Pulse (Anonymous, 2015) found the emergence of employee engagement to be an important catalyst of a South African company’s success in today’s competitive landscape. This is because employees who are engaged have an emotional attachment to the company they work for, and will go above and beyond what is expected of them in performing their duties in order to ensure the company is successful (Anonymous, 2015). This indicates that engaged employees will not only remain productive, but are likely to increase their productivity thereby increasing the organisations overall productivity.

The focus from a South African context can be further attributed to the increase in disengaged employees in the workforce. Crabtree (2013) noted that in South Africa only 9% of employees are engaged at work, with 46% being not engaged and 45% being actively disengaged. This was affirmed by a 2015 survey by Public Display Technologies (PDT), titled “State of employee engagement in South Africa” (Anonymous, 2015). The survey found that in South Africa, managers and their employees are experiencing an increasing disconnect. Employee engagement or an employee’s motivation to effect a real change in their organisation was measured at just 46%, down 4% from 2014 (Anonymous, 2015).

The above research highlights the fact that employee engagement is highly desirable, yet seldom achieved. This is due to a lack of understanding amongst leaders with

regards to the drivers of employee engagement. South Africa in particular is facing a problem of decreasing levels of employee engagement. For this reason, it is in the best interest of leaders to understand how they can increase employee engagement in order to generate the required returns from their employees.

1.2.1. The cost of disengaged employees to business

Companies remunerate employees in return for their productivity, which in turn benefits the company and improves its bottom line. It can therefore be asserted that disengaged employees will not provide the required return in investment. Harter, Schmidt and Hayes (2002, p. 273) found that there is a positive correlation between employee engagement and a business-unit's achievement of its key performance indicators (KPIs), e.g. profitability, customer satisfaction loyalty, productivity, safety measures and employee turnover and. Therefore an engaged workforce is more likely to yield better overall company performance.

The cost of disengaged employees is not limited to the impact of productivity loss, but also extends to the cost of recruitment. Artuc, Docquier, Özden and Parson (2015, p. 22) found that developing countries have greater difficulty attracting and retaining knowledge workers due to the mobility and desire of these workers to take advantage of the better economic prospects available in developed countries. This is particularly relevant in South Africa, where there is high unemployment and a shortage of highly skilled labour. In this environment, the costs associated with replacing an employee due to voluntary employee turnover can cost a company as much as between 150% and 200% of the employee's annual cost to the company (Bandura & Lyons, 2014).

1.2.2. Employee engagement and leadership

Engagement, culture and leadership are considered to be the top three critical issues facing South African business (Deloitte, 2015). These three elements are intertwined as a company's leadership and culture will impact the level to which employees are engaged. Although global business leaders recognise the benefits of a highly engaged workforce, such as improved innovation and productivity, few understand how to measure and address this in their organisations (Markos & Sridevi, 2010).

Rost (1993, p. 102), who was later supported by Daft (2005, p. 5), defined leadership as "an influence relationship amongst leaders and followers who intend real changes and outcomes that reflect their shared purposes". Research by Xu and Thomas (2010) found that a leader's behaviour, i.e. how he/she supports the team, performs actively and displays integrity, has a positive effect on a follower's engagement. They further

identified a leader's behavior as being the strongest predictor of follower engagement. Leader's behaviors identified are those that are focused on supporting and developing the team (Xu & Thomas, 2010). Therefore, a leader's ability to influence their followers can have an effect on how engaged their employees are. This influence relationship has to be a two way relationship in order to achieve a shared purpose

It is important to note that the average South African employee possesses some distinctive cultural traits. Van Zyl, Kleynhans and Du Plessis (2011) observed that South Africans have a preference of, for example, for spiritual collectivism over individualism, a preference for agreement over disagreement in problem solving, and traits of humility and helpfulness. Given that employees in South Africa are distinctive, leaders need to understand how best they can relate to them and connect with them more distinctively. By understanding the average South African employee, South African leaders will better understand how they need to lead and engage their followers. One of the ways they can do this is by adopting a more African leadership philosophy of *Ubuntu* as proposed by Khoza (1994).

1.2.3. What is an African leadership philosophy?

In a 2006 interview, the former South African president, Nelson Mandela, explained the philosophy of *Ubuntu* as follows: "In the old days when we were young, a traveler would stop at a village and once he stopped he did not have to ask for food or water, once he stopped the people gave him food at the table. That is one aspect of *Ubuntu*, but it will have various aspects; respect, helpfulness, caring, community sharing, trust and usefulness. *Ubuntu* does not mean that people should address themselves, the question therefore is; are you doing so in order to enable the community around you to be able to improve? These are important things in life and once you can say you have done something very important, that will be appreciated" (Mandela, 2006). This led to conclusion that Mandela's leadership philosophy was guided by the principles of *Ubuntu* (Kalungu-Banda, 2013). Therefore, modern South African leaders can use the principles of *Ubuntu* in order to engage their followers.

The majority of studies on leadership approaches has their origins in Anglo-Saxon contexts and is not consistent with African traditional cultures. Khoza (2006) noted that in essence, Western leadership is centered on individualism, while African leadership is more focused on collectivism. The disconnect between the two approaches means that African leaders are unable to implement the Western management and leadership philosophies they are educated on in the African context (Lutz, 2009). With a majority of the workforce being African, South African leaders need to be cognisant of African

philosophies, e.g. Ubuntu, in order to lead African followers effectively. There is thus a need to conduct research that looks at *Ubuntu* as an enhancer of employee engagement. Further, should *Ubuntu* leadership practice lead to increased engagement from the perception of employees, there is a need to understand whether or not *Ubuntu* leadership practice is limited to a particular gender or race.

1.3. Research objectives

The question that the researcher aimed to answer is, “Does African leadership philosophy lead to increased employee engagement?”

The researcher sought to test the following relationships:

- Is there a positive relationship between an African leadership philosophy (*Ubuntu*) and employee engagement?
- Can this relationship be moderated by the race of the leader?
- Can this relationship be moderated by the gender of the leader?

1.4. Research purpose

Given the context described above, employee engagement is increasingly becoming a critical issue for leaders in today’s competitive landscape. Leaders across the world are responsible for driving employee engagement in order to increase productivity. Those leaders operating on the African continent need to understand the context under which they lead. By better understanding their followers, these leaders will be more able to influence their followers. African leaders therefore need to be cognisant of *Ubuntu* and how it can drive employee engagement.

This research used the constructs of *Ubuntu* to develop a model to assess a manager’s propensity to practice *Ubuntu*. The researcher then used the conceptual model of employee engagement to assess whether employees are engaged in the workplace. The aim was to assess whether there is a relationship between how an employee (follower) perceives their leader’s propensity to practice *Ubuntu*, and whether this translates to the employee being more engaged in the workplace. This was then moderated by the leader’s race and gender.

The author hoped to contribute to the concept of *Ubuntu* in African philosophy by providing empirical evidence of the existence of the relationship between an employee’s perception of a leader’s propensity to practice *Ubuntu* and employee

engagement. This will also contribute to the concept of employee engagement in Human Development theory by providing African leaders with a leadership philosophy that will lead to more engaged employees.

1.5. Summary

South African leaders are faced with the problem of how they can better connect with their followers in order to keep them engaged and productive in the workplace. This will require leaders to be responsive to the needs of the African follower in order for them to lead successfully. Khoza (1994), proposed the African leadership philosophy as an enabler for business collaborations. This will require mutual influence by both leaders and followers.

Given the above context, the theoretical concepts around the antecedents and outcome variables will be explained in detail. The literature review in Chapter 2 examines leadership, *Ubuntu* and employee engagement, and assesses how they interact with each other. This will enable the author to formulate the research objectives and hypotheses for testing.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

In order for the researcher to address the research problem, an understanding of the theoretical underpinnings and dynamics of employee engagement, leadership and Ubuntu was necessary. This literature review thus covers four areas, namely: (1) employee engagement and its antecedents; (2) leadership as an antecedent; (3) *Ubuntu* as a leadership philosophy; and (4) race and gender in the leader follower relationship. First, employee engagement is defined and its antecedents and constructs are explored, after which leadership is defined and the nature and essence of leadership and its link to employee engagement are assessed. Third, *Ubuntu* is defined and its origins, constructs and link to leadership are described. Lastly, the role of race and gender in the leader follower relationship is explored.

2.2. Employee engagement and its antecedents

Employee engagement is a trending topic, however academia and practitioners have found its meaning to be ambiguous (Macy & Schneider, 2008). Gruman and Saks (2011, p. 133) argued that the practitioner definition “overlaps with the organisational constructs of organisational commitment, job satisfaction and job involvement”, while the academic definition consists of cognitive, emotional and behavioral components that are correlated with individual role performance. The term has been used to refer both to psychological behaviours as well as antecedents and outcomes.

This disagreement between researchers also extends to what employee engagement can be attributed to. Khan (1990, pp. 702-704) found that employee engagement can be attributed to the extent that employees engage physically, cognitively and emotionally at work. Saks (2006, p. 613), however, argued that there is a distinction between job and organisational engagement. Saks added that the extent to which an organisation can forecast job engagement is dependent on the characteristics of the job while procedural justice predicts organisational engagement. In addition, job and organisational engagement can connect the relationship between the antecedents of employee engagement and job satisfaction, organisational commitment, intention to quit and organisational citizenship behaviour (Saks, 2006).

After considering the above employee engagement definitions and frameworks, the researcher chose Khan's (1990) methodology for measuring employee engagement.

The attributes of employee engagement are defined below:

- **Physical engagement**

Marcy and Schneider (2008, pp. 11-12) described physical engagement as an employee's behaviour and conduct that demonstrates vigour and extra effort exerted in the performance of their work duties.

- **Cognitive engagement**

Cognitive engagement can be described as an employee's perception of whether the work they conduct is purposeful and safe, and whether they have access to the required resources to conduct the task at hand to the expected outcome level (Shuck, Twyford, Reio & Shuck, 2014, p. 245). An employee who is cognitively engaged devotes more attention to their work and is absorbed in their job.

- **Emotional engagement**

Emotional engagement relates to an employee's inclination to connect emotionally via their personal attributes, including pride in, a belief in, and knowledge of, their work (Shuck, Twyford, Reio & Shuck, 2014, p. 246). An employee who is emotionally engaged is emotionally connected to their job and cares about their job and the company they work for.

Leaders need to be constantly aware of their employees' level of physical, cognitive and emotional engagement, as this relates to their level of effort, attention and connection to their workplace. By directing their effort to increasing these attributes of employee engagement, leaders can gain from a more engaged workforce.

2.2.1. Variables that influence employee engagement

Sonnentag (2003) identified age, gender and tenure as the control variables that have the most potential to affect employee engagement. To gain an understanding of these variables and how they can impact employee engagement, various literatures were reviewed.

Studies by James, McKechnie and Swanberg (2011) on employee engagement control variables identified five: age, educational level, gender, marital status and whether the employee was employed part-time or full-time. Their study of the retail sector

concluded that employees who were younger were less engaged than their older counterparts. This speaks to how millennials have different needs in the workplace, and should not be confused with the need of the so-called Generation X. Levels of engagement also vary with gender, as the study indicated that an employee's gender has an influence on their level of engagement (James, McKechnie & Swanberg (2011, p. 22).

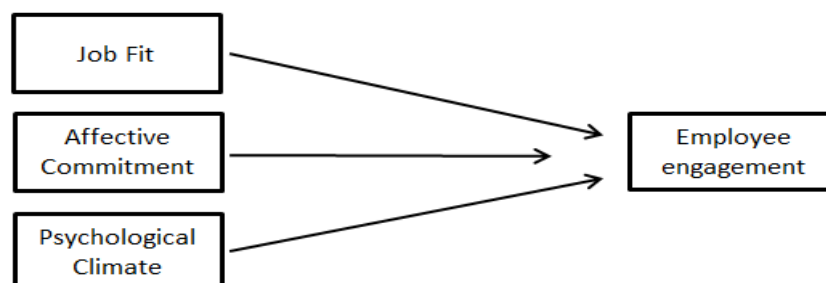
Lastly, Teclaw, Osatuke, Fishman, Moore and Dyrenforth (2014) found that an employee's tenure in an organisation was related to their attitude. Therefore leaders need to be constantly aware of their employee's attitudes in the workplace and what levers influence attitudes to keep their employees engaged.

When looking to increase employee engagement, leaders need to be cognisant that employees of different ages, genders and years of tenure have different pressure points. For this reason, when leaders are developing employee engagement initiatives, it is important to note that there is no one-size-fits-all solution.

2.2.2. Antecedents to employee engagement

In forming the foundations of his study on employee engagement, Khan (1990, pp. 702-717) ascertained that the "conditions of meaningfulness, safety and availability" are key indicators of employee engagement. These conditions were then refined by Shuck, Reio and Rocco (2011, p. 430) to job fit, affective commitment and psychological climate, as per the conceptual model depicted in Figure 1 below.

Figure 1: Conceptual model of antecedent variables to employee engagement



- **Job fit**

This is defined as “the degree to which a person feels their personalities and values fit the current job” (Shuck, Reio & Rocco, 2011, p. 430). Job fit is thus not only related to how an employee’s skills fit in with their job, but extends to the alignment between the employee’s values and those of the organisation. These values are not restricted to the values on the value statement, but also encompass how things are done and how people relate to one another within the organisation. A study by Lin, Yu and Yi (2014, p. 1545) found that job fit has a positive correlation with an employee’s job performance.

- **Affective commitment**

Affective commitment can be defined as a “sense of belonging and emotional connection with one’s job, organization or both... with emotive qualities paralleling Khan’s condition of engagement, safety” (Shuck, Reio & Rocco, 2011, p. 430). Poon (2013, p. 1153) argued that when organisations care for their employees’ career needs, their employees tend to be effectively committed. This illustrates that affective commitment has the ability to predict employee engagement. As a manager has a direct influence on an employee’s perception of the level of support received, they should thus increase their level of support to drive employee engagement.

- **Psychological climate**

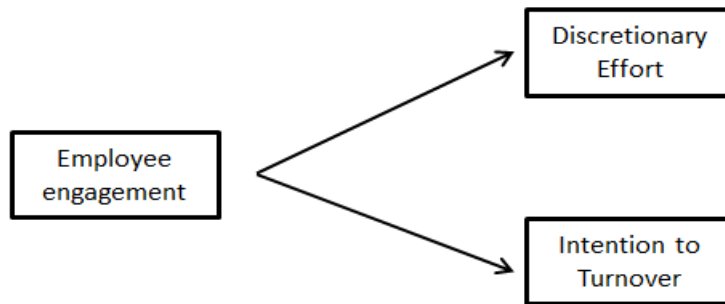
This is defined as “the interpretation of an organizational environment in relation to an employee’s perception of wellbeing... Psychological climate promotes awareness of safety and availability with work” (Shuck, Reio & Rocco, 2011, pp. 430-431). This represents how an employee perceives their work environment in relation to societal and physical norms in the environmental structure. A driver of this is supportive management (Brown & Leigh, 1996). This relates to the expectations created with regards to how an employee goes about discharging their work duties. Clearly stated expectations between a manager and employee are the foundation for an improved psychological climate and subsequent employee engagement.

By understanding the drivers of employee engagement, leaders can thus better allocate their resources and efforts to these predictors.

2.2.3. Outcomes of employee engagement

Shuck, Reio and Rocco (2011, p. 431) identified intention to turnover and discretionary effort as the outcomes of employee engagement. These are illustrated in Figure 2 below.

Figure 2: Conceptual model of outcome variables to employee engagement



- **Intention to turnover**

Carmeli and Weisberg (2006) defined this as an employee's intention to leave the organisation in the near future. It follows that an employee is less likely to be engaged if he/she has an intention to leave the organisation.

- **Discretionary effort**

This is defined as “an employee's willingness to go beyond minimal job responsibilities... linked to productivity and profit generation” (Shuck, Reio & Rocco, 2011, p. 431). Employees who perceive their manager as being supportive and who feel that their contribution is acknowledged, are more inclined to engage in discretionary effort.

2.3. Leadership as an antecedent

The theories of leadership have evolved and changed over time to mimic societal norms. Early leadership concepts, referred to as “great man theories”, believed that leaders were born with distinct leadership attributes and an innate capacity to influence others. Since the last quarter of the 20th century, however, leadership concepts have centered on the relational concept of the influence interplay between leaders and followers (Daft, 2005, pp. 19-20).

Leadership was defined by Rost (1993, p. 102) as being an “influence relationship amongst leaders and followers who intend real changes and outcomes that reflect their shared purposes”. This means that there has to be mutual influence between leaders and followers towards achieving a common goal. Daft (2005, p.6) further stated that leadership transpires between people, thus it is not merely a one-way relationship but is instead a mutual, two-way relationship that is not forced. It therefore follows that in order for leaders to lead effectively, they need to have an influential relationship with

their followers, while also allowing their followers to influence them. In order to influence, one needs to be aware and understand their followers.

Khoza (2011, p. 3) stated “a leader who is not in tune with the followership will become a leader in limbo”. An example he makes is how former President Thabo Mbeki was removed as leader of the African National Congress (ANC) as he had stopped listening to his followers and was no longer responsive to their needs (Khoza, 2011). Had President Thabo Mbeki had been more attuned with his followers, he would have realised that they no longer shared a common purpose. A leader must not only lead, but they must also allow themselves to be led or influenced by their followers in order to gain alignment and achieve their intended goals.

Leadership is not to be confused with management. Management is defined as “the attainment of organizational goals in an effective and efficient manner through planning, organizing, staffing, directing, and controlling organizational resources” (Daft, 2005, p.15). Daft (2005) distinguished leadership and management by the nature of the relationship between the leader and the follower. The management relationship is based on a formal hierarchal relationship, while the leadership relationship is reliant on the leader’s ability to influence the follower. Organisations and leaders may adopt different styles depending on their circumstances and what style of required in order to adapt and deliver on their goals.

The emergence of globalisation, increased competition and uncertain political and economic environments has meant that organisations have had to adapt faster in order to survive. This requires a shift from rigid transactional leaders who utilize the carrot and stick approach, to leaders who can successfully adapt to the changing landscape, whilst inspiring their followers. The result has been the return of charismatic and transformational theories of leadership (Lussier, 2013, pp. 303-304).

Charismatic leadership is generally characterised by the effect the leader has on followers due to the relational nature of charisma. The leader “offers a transformative vision or ideal that exceeds the status quo and then convinces the followers to accept this course of action... because of their implicit belief in the extraordinary qualities of the leader” (Lussier, 2013, pp. 305-306). As a result of this, followers develop a high level of trust and connection with the leader, which is rare in other leader-follower relationships. This high level of trust means that the followers will buy into the leader’s vision, thus creating a shared goal.

Transactional leadership is different to transformational leadership, as it comes from an assessment of a leader's past performance. Transformational leadership "seeks to change the status quo by articulating to followers the problem of the current system and a compelling vision of what a new organization could be" (Lussier, 2013, pp. 311-312). This has the effect of enhancing organisational performance, culture and learning.

The above mentioned leadership theories were brought about through the evolution of western economies and societies, yet the current African renaissance requires leadership traits that are based on African culture and philosophy. The leadership philosophy proposed by Khoza (1994) is the African leadership philosophy of *Ubuntu*.

2.4. Ubuntu as a leadership philosophy

2.4.1. The origins of Ubuntu

Gade (2011) pointed to how the meaning of *Ubuntu* has evolved over time. As early as 1846, the meaning of Ubuntu was associated with human quality. From this period to the 1960s, however, its meaning evolved to being associated with humans' moral quality. This later evolved to be more commonly translated using the Xhosa expression, "*umuntu ngumuntu ngabantu*", which can be translated as: a person is a person through others (Lötter, 1997, p. 46; Gade, 2011, p. 313).

Many scholars have tried to define *Ubuntu*, but it was Archbishop Emeritus Desmond Tutu who best explained the difficulty of translating this into a Western language. "*Ubuntu* is very difficult to render in a Western language. It speaks of the very essence of being human. When we want to give high praise to someone, we say '*Yu, u nobuntu*' (Hey, he or she has *Ubuntu*). This means they are generous, hospitable, friendly, caring, and compassionate. They share what they have. It also means my humanity is caught up, is inextricably bound up, in theirs. We belong in a bundle of life" (Tutu, 1999, pp. 34-35). Because of this, there has been great difficulty in the translation and articulation of *Ubuntu* as a leadership philosophy (West, 2014, pp. 48-49).

Nussbaum (2003) stated that *Ubuntu* speaks to interconnectedness between people and their community as "I am because we are". This deep connection means that people feel a responsibility to one another, thus unlocking an innate desire to look out for the interests of their fellow man. This African philosophy has been embedded in African culture and serves a moral compass on how Africans aim to treat one another and other people they may encounter (Nussbaum, 2003).

Ubuntu is not constrained to the Xhosa language; in Zulu it is called *Ubuntu*, *botho* in Sesotho, *vhuthu* in Venda and *numunhu* in Shangaan. The expression also goes beyond the borders of South Africa, with various African countries having their own translations: *biakoye* (Ghana), *utu* (Kenya) and *ujamaa* in Tanzania (Broodryk, 2006). Taylor (2014) found that in large parts of sub-Saharan Africa, the philosophy of *Ubuntu* defines how individuals and societies should interact. Thus, this is an African philosophy.

Mbigi (1997) found the following to be the constructs of *Ubuntu*: “the spirit of unconditional African acceptance, collective contribution, compassion and care, dignity, hospitality, legitimacy and stewardship” (cited in Sigger, Polak & Pennink, 2010, p. 4). He further aggregated these constructs into the following dimensions: “survival, the spirit of solidarity, compassion and respect and dignity” (Sigger, Polak, & Pennink, 2010, p. 4). Therefore, it follows that the existence of these traits in a person is an indication of the existence of *Ubuntu* in that person.

Khoza (2012) stressed that in order for Africans to succeed, they need to tap into its heritage and find their own leadership style as it seeks to revive itself. This revival, known as the African Renaissance, draws upon the African leadership concept of *Ubuntu* as a means of driving employee performance.

2.4.2. African philosophy and management

In relation to management, *Ubuntu* was first introduced in South Africa by Reuel Khoza in 1994. According to Khoza, *Ubuntu* is the amalgamation of the traits of supportiveness, cooperation and solidarity that go beyond one’s immediate family and extend to the greater society. Khoza went on to say that there is no reason why this cannot be harvested to bring about business collaboration. This connects the African philosophy of *Ubuntu* and management practice.

Mbigi (1997) stated that the African continent needs to enter the global economy by following its own cultural heritage of *Ubuntu*, instead of following those of the East or the West. Having an African management system or practices is essential to Africa’s renaissance and economic upliftment, claimed Karsten and Illa (2005, p. 612), while Lutz (2009, p. 314) proposed that in the theory of global management, business should not be seen as a collection of individuals, but rather as a community with management’s purpose to promote the common good.

The majority of modern research on leadership and management theories stem from the West, and there is little reference to African management philosophies in management textbooks (Blunt & Jones, 1997). Mangaliso (2001, pp. 24-26) argued that western scholars built their thinking on the disciplines of economics and sociology without considering the gender and racial bias that grounded their thinking. West (2014, p. 50), meanwhile, found a contrast whereby western philosophies focus on individualism and are transaction focused, while African philosophies focus on collectivism and are communally focused.

Mangaliso (2001, p. 27) further illustrated how the two types of management philosophies differ in the decision-making process. The traditional or western philosophy defines the problem, understands the cause thereof, generates solutions, identifies the best solution and implements the solution. The process in African management philosophy tends to be more circular and inclusive; speed of problem processing is more thoughtful, thus allowing for detours to allow for all issues to be addressed. Both methods have their merits, however, and both can achieve success.

Mangaliso (2001) further went on to state that the benefits of *Ubuntu* have not been fully realised in corporate South Africa due to its contrast with traditional management systems. *Ubuntu* speaks to how people are interdependent and how through common goals and loyalty, sustainable competitive advantage can be gained. Traditional management systems rely on the individual employees self-interest needs and how these serve as a motivation for that employee to maximize their income with the least amount of effort or contribution.

The establishment of the leadership concept of *Ubuntu* is not intended to replace current management concepts, but is intended to combine the two schools of thought into a new management system that is better suited for the African follower. *Ubuntu* is seen as humaneness. In Africa, it is said that a “person is a person because of others”, and nowhere is this more evident than in the relationship between leader and follower. Mutual dependence is the foundation of African humanism, or *Ubuntu* (Khoza, 2012).

A leader’s ability to influence their followers and execute the African philosophy of *Ubuntu* will need to take into account the changing corporate demographics of the modern South African workplace. The introduction of employment equity (EE) and black economic empowerment (BEE) has resulted in more diverse workplaces i.e. African and female leaders, which has come with its own leadership challenges.

2.5. Race and gender in the leader follower relationship

Appelbaum (2002, p. 49) found that a leader's ability to effectively lead is not restricted to either males or females, and noted that there is an opportunity for the genders to learn from each other. A study by Eagly, Karau, Steven and Makhijani (2016, p. 140) on "gender and effectiveness of leaders" also found that, taking into account the accumulated results of the study, there is no disparity between the effectiveness of female or male leaders, however, in traditionally masculine jobs, male managers were found to be more effective, while women were found to be more effective in traditionally feminine roles. Therefore, the effectiveness of a male or female leader can also be linked to their job or role within the organisation.

When analysing the differences in leadership styles of male and female managers, Kuchynková (2015) found that women display a leadership style that is prone to delegating, followed by a preference for coaching. Men, on the other hand, display a leadership style that leans towards directing, followed by a preference for supporting. In terms of their ability to be flexible in their leadership style, there was no difference between male and female managers (Kuchynková, 2015, p. 166). This indicates that there are differences in leadership styles, but both genders have the ability to adapt their leadership style to address the given situation.

In 2015, Littrel and Nkomo (2005, p. 572) conducted a study on the differences in leader behaviour between different genders and races in South Africa. The study found that race and gender has an impact on the behaviour of the leader, however leadership behaviours of black and white managers of the same gender were the most similar. A further study by Booysen and Nkomo (2010) found that both black and white women found no differences in the management traits of male and female managers.

Ubuntu has specific personal traits as established by Mbigi (1997), which are inherent in Africans in their dealings with one another and other people they encounter (Nussbaum, 2003). The question is whether these traits can be expressed by non-African and equally by different genders.

In looking into the attribution of leadership traits across different genders, it was found that there are different perceptions with regards to leadership traits (Sczesny, Bosak, Neff and Schyns, 2004). This was done across three different countries. Male leaders were more associated with leadership traits that were linked to males. The stereotype was decided amongst women of countries that were more liberal. The study concluded that gender stereotypes were still prevalent in the workplace and had an

influence on how leadership was perceived (Sczesny, Bosak, Neff and Schyns, 2004). Therefore, a leader's traits are dependent on the follower's perception of the leader, which can be linked to the gender of that leader.

2.5. Knowledge gap

The evidence of a significant relationship between the antecedents of employee engagement and employee engagement has been proved Shuck, B., Reio, T.G., & Rocco, T.S. (2011). The distinction between management and leadership was explained and how good leadership required that leaders and followers to mutually influence each other in order to achieve a common goal (Rost, 1993). In order to ensure that leaders mutually influence each other towards a common goal, leaders need to be attuned to their followers' needs (Khoza, 2011). The African leadership philosophy of *Ubuntu* was proposed as a means for establishing this collaboration between leaders and followers in the African context.

Through literature review, it was established that there was no research that focused on whether there was a relationship between the African leadership philosophy of *Ubuntu* and employee engagement. Although research was done on the leadership styles of different genders and races, there was no research to indicate whether they possessed the traits of *Ubuntu* and whether the gender or race of the leader had an effect on the leader's ability to express the traits or constructs of *Ubuntu*.

2.6. Summary

The above literature review showed that *Ubuntu* characteristics are one of the antecedents of employee engagement, and described how this links to gender and race as moderators. The leader/follower relationship is about influencing each other to reflect a shared value (Rost, 1993), therefore it is important for a leader to understand his or her followers in order to keep them engaged in the pursuit of a shared value. The history of how *Ubuntu* was developed is unique to South Africa, therefore it is important to cultivate this leadership philosophy.

This literature review allowed the author to hypothesise that leaders who practice *Ubuntu* have greater employee engagement. This relationship was controlled for the race and gender of the leader.

CHAPTER 3: RESEARCH HYPOTHESES

3.1. Introduction

The author aimed to address the knowledge gap in the literature as highlighted in Chapter 2, as well as to answer the gain an understanding of the:

1. Relationship between the African leadership philosophy (*Ubuntu*) and employee engagement
2. Whether this relationship can be moderated for the race of the leader
3. Whether this relationship can be moderated for the gender of the leader

In order to answer the above objectives, the following hypotheses were developed.

3.2. Hypothesis One

H₁₀ : There is no significant relationship between the African leadership philosophy of *Ubuntu* and employee engagement.

3.3. Hypothesis Two

H₂₀ : The relationship between the African leadership philosophy of *Ubuntu* and employee engagement is not moderated by the race of the leader.

3.4. Hypothesis Three

H₃₀ : The relationship between the African leadership philosophy of *Ubuntu* and employee engagement is not moderated by the gender of the leader.

CHAPTER 4: RESEARCH METHODOLOGY

4.1. Introduction

In order to test the hypotheses set out in Chapter 3, a positivist research philosophy was adopted that aimed to test the existence of a relationship between the measured variables that relate to the philosophy of *Ubuntu* and employee engagement (Saunders & Lewis, 2012). This chapter will outline the strategy that was used to ensure that the earlier stated objectives were achieved.

An important aspect of research methodology is for the research design to enable the researcher to answer the research questions posed and to meet the research objectives (Saunders & Lewis, 2012). The purpose of this research was to determine whether there is a relationship between the perception of a leader's propensity to practice the leadership philosophy of *Ubuntu* and employee engagement.

4.2. Research methodology and design

4.2.1. Research design

A descriptive study is one that is "designed to produce an accurate representation of person's event or situations" (Saunders & Lewis, 2012, p. 111). This study is descriptive in nature, as its aim was to test for the existence of the relationship between an employee's perception of a leader's propensity to practice *Ubuntu* and employee engagement.

The research utilised a mono method, quantitative, cross-sectional methodology that was designed to collect the necessary data to test the reliability of the hypotheses. The researcher used a cross-sectional design as the data were gathered at a particular point in time. The study was quantitative in nature and an online questionnaire was used to collect interval data on the different constructs of the philosophy of *Ubuntu* and employee engagement. This method was used due to the time limitations of the mini-research submission.

4.2.2. Research approach

The study used existing theories on leadership, *Ubuntu* and employee engagement, as revealed through the literature review, to formulate hypotheses. The research approach was thus deductive as it involved "testing a theoretical proposition by adopting a research strategy designed to perform a test" (Saunders & Lewis, 2012, p. 108).

4.3. Population

The universe was represented by all skilled South African followers in the business environment who were classified as knowledge workers. Knowledge workers are workers who perform non-conventional problem solving tasks (Reinhardt, Schmidt, Sloep & Drachsler, 2011). The population was then narrowed down to skilled South African followers who worked for a South African multi-national company. The target population was required to have a follower relationship with the leaders they reported to.

Skilled knowledge workers were considered relevant as they were expected to be more value-adding and have closer relationships with their leaders than unskilled workers. By limiting the target population to skilled knowledge workers, the researcher ensured that the population group was more homogeneous, which provided minimal variation in the data collected. The similarity in thinking of the target population allowed for the data collected to be more reliable and comparable. This target population was also more likely to have access to the resources that would allow them to access the online questionnaire, e.g. a desktop, laptop or smartphone.

4.4. Unit of analysis

The unit of analysis was at the individual level, and more particularly, skilled knowledge workers. This comprised of skilled knowledge workers in a South African company, who ranged from junior managers all the way up to the Chief Executive level.

4.5. Sampling method and size

The researcher used sampling to collect data as this is quicker, more cost-efficient and more practical than collecting data from an entire population (Saunders & Lewis, 2012). By using sampling, the researcher was able to develop findings that were representative of the population at a lower cost and within the time constraints.

The researcher focused on the workforce of a large Johannesburg Stock Exchange (JSE) listed South African company that operates in Africa and Europe. The author chose the company based on the diversity of its workforce which would allow the author to test whether the relationship could be controlled for the race and gender of the leader. The sample frame was a census of the population, whereby an email list of all employees who fell within the parameters of junior to senior management was retrieved from the human resources department. This was done as this would allow the author to focus on the target population within the company. It must be noted that

employees from the Europe office were not included in the distribution list as local HR did not have access or permission to supply the e-mail list.

4.6. Measurement instrument

The survey design consisted of four separate parts. The first part (Part 1) was an introduction to the study, which explained the purpose and benefits of the research. The second part (Part 2) contained questions on selected demographic details of the participants i.e. followers, as well as their leaders' demographic details. These acted as control variables and were used for descriptive statistics. The third (Part 3) section asked questions based on the constructs of *Ubuntu*, while the fourth section (Part 4) asked questions based on the constructs related to employee engagement. The measurement instrument is set out in Appendix 1.

To measure the constructs set out in Chapter 2, the author used measurement scales that had been validated in previous research. This ensured both the validity and reliability of the measurement scales of *Ubuntu* and employee engagement. This meant the author did not pre-test the questionnaire as the scales had been used in previous research with both validity and reliability proved.

The measurement instrument recorded interval data using a six-point Likert scale. The scales ranged from one (strongly disagree) to six (strongly agree). A six-point Likert type was used due to the popularity of the tool and its ability to make judgements in psychological tests regarding measures of attitude (Maeda, 2015). For each scale, the score for each question was aggregated to determine a score for each measure.

4.7. Data gathering process

Data was gathered from the respondents using a self-completed internet survey. In this case, the respondents were skilled workers who were followers and had close relationships with their leaders. Skilled workers had access to the appropriate resources i.e. internet and computers, therefore an internet survey was considered appropriate. Internet surveys administered via email are the most controlled due to the fact that the majority of people read and respond to their own email. This method of data-gathering thus improves the reliability of the data (Saunders, Lewis, & Thornhill, 2009).

Internet surveys also result in a low likelihood of contamination of respondents' answers, and offer the researcher the ability to gain larger samples due to the wide geographical reach of the internet. This was particularly relevant for this study, as the company chosen had more than 30 operations in South Africa and the rest of Africa. The disadvantages of internet surveys are the likely low response rate and potential technical or connectivity challenges (Saunders & Lewis, 2012). To mitigate against a low response rate, the researcher sent out two survey reminders during the six weeks that the survey was open.

The survey was set up and administered using the online platform, Survey Monkey. Approval from the company's management, i.e. the Group Human Resources Director, was granted. Ethical approval was also granted by the University of Pretoria. The author sent out an email to the designated distribution list of the census population, which outlined the purpose of the study and clarified that the survey was voluntary. An option for the respondents to opt out was also provided. Confidentiality and anonymity was ensured as the survey did not require any identifying information. The survey was kept open for a period of six weeks to ensure enough time for adequate responses.

4.8. Analysis approach

Statistical analysis was done using a statistical software package called IBM SPSS. Prior to importing the data onto the tool, the researcher edited the data by excluding incomplete responses. Once imported onto SPSS, the researcher coded the data into a format that SPSS could understand.

4.8.1. Demographics

The demographic variables were analysed to obtain descriptive statistics of the respondents and their leaders in terms of age, gender and race. Race was classified as either being African or non-African. African respondents were those of African descent and non-African respondents were those of European or non-African descent. Gender was classified as either being male or female.

4.8.2. Validity and reliability

Prior to running any inferential analytics, it is important to ensure the validity and reliability of the measurement scales used (Saunders & Lewis, 2012).

Validity is defined as "the extent to which (a) data collection method or methods accurately measure what they intended to measure and (b) the research findings are really what they profess to be about" (Saunders & Lewis, 2012, p. 127). To test for the

validity of the measurement scales that measured each construct, a bivariate correlation was conducted between each question on the measurement scale and the question total score for that distinct question through running a Pearson's correlation. Where the question and question total score had a significant correlation ($p < 0.05$), it was deemed valid.

Reliability is defined as "the extent to which data collection methods and analysis procedures will produce consistent findings" (Saunders & Lewis, 2012, p. 128). In order to test the reliability of the measure and the internal consistency, the researcher calculated a Cronbach's alpha for each of the constructs. An acceptable Cronbach's alpha is one that is above 0.7 (DeVellis, 2012), but a scale above 0.65 is generally accepted as satisfactory (Nunnally & Bernstein, 1994).

4.8.3. Factor analysis

Factor analysis is not designed to test the hypotheses, but rather summarises large data into a smaller set of factors (Pallant, 2016). Confirmatory factor analysis (CFA) was conducted as the research instrument used had been validated in prior research. The author conducted CFA on each of the constructs to determine whether each construct measured only one factor. In order for the measurement to be considered suitable for factor analysis, the correlation matrix must have at least one correlation that is above 0.3 ($r = 0.3$ or greater) (Pallant, 2016, p. 187).

4.8.4. Control variables

As per the literature review in Chapter 2, the control variables of gender and race were identified. A hierarchical multiple regression analysis was used to test whether the control variables could moderate for the relationship between the African leadership philosophy of (*Ubuntu*) and employee engagement.

4.8.5. Hypothesis testing

A p-value of 0.5 was used to determine the significance of the statistical results. Results with a p-value that was less than 0.5 were found to be significant.

Hypothesis One

Hypothesis one stated that there is a positive relationship between the African leadership philosophy of *Ubuntu* and employee engagement. The author was testing the existence of a relationship between the dependent variable (employee engagement) and the independent variable (*Ubuntu*). The applicable statistical analysis that was run was a linear regression analysis. The reliability of the estimate depends

on the strength of the dependent and independent variables, thus a correlation coefficient (Pearson's r) was analysed to measure the strength and direction between the two variables. The coefficient of determination (R Square) was also analysed to measure the proportion to which the variation in the dependent variable can be explained by the independent variable (Wegner, 2017, p. 339)

Hypothesis Two

Hypothesis two stated that the relationship between the African leadership philosophy of *Ubuntu* and employee engagement is moderated by the race of the leader. The author was testing to see if the relationship between the dependent variable (employee engagement) and the independent variable (*Ubuntu*) could be moderated for the race of the leader. The applicable statistical analysis that was run was a hierarchical multiple regression analysis, as this illustrates the degree to which regression coefficients vary across multiple variables. The coefficient of determination (R Square) was also analysed to measure the proportion to which the variation in the dependent variable can be explained by the independent variable (Wegner, 2017, p. 339).

Hypothesis Three

Hypothesis three stated that the relationship between the African leadership philosophy of *Ubuntu* and employee engagement is moderated by the gender of the leader. The author was testing to see if the relationship between the dependent variable (employee engagement) and the independent variable (*Ubuntu*) could be moderated for the gender of the leader. The applicable statistical analysis that was run was a hierarchical multiple regression analysis, as this illustrates the degree to which regression coefficients vary across multiple variables. The coefficient of determination (R Square) was also analysed to measure the proportion to which the variation in the dependent variable can be explained by the independent variable (Wegner, 2017, p. 339).

4.9. Research limitations

When conducting research, it is important to be aware of the limitations of the study. This research had the following limitations:

- **Time horizon**

The study utilised a cross-sectional questionnaire, which limited the findings to a static view. This means that the respondent's attitude or state of mind at the time of completing the questionnaire may have been impacted by a number of factors, e.g. a recent altercation with a leader which would negatively impact their view of the leader,

or a recent change in company policy that would negatively impact the respondent's view of the organisation. This could have been mitigated through a longitudinal study, but this was not feasible due to time constraints.

- **Population**

The research focuses on a single company in a single industry and therefore the results may not be representative of all other companies or industries. This also means that the results cannot be extrapolated or inferred to other companies or industries in other countries.

- **Sample method**

The sampling method used was not random; therefore a portion of the population did not have a chance of being selected due to limited access. The approach did guarantee, however, that the questionnaire was only sent to individuals who could add value to the research topic.

- **Measurement instrument**

A disadvantage of administering an online questionnaire is that it does not allow respondents to offer answers to explain any relationships that might be identified. The author mitigated this through ensuring that the questionnaire is precise and as comprehensive as possible. As previously stated, internet surveys are susceptible to technical or connectivity issues. To mitigate this, a reputable online platform was used to distribute and administer the survey.

- **Language**

South Africa is a diverse country and has 11 national languages. As the questionnaire was in English, there is a risk that some respondents may not have understood or interpreted the questions correctly. This was mitigated by the fact that the target population was skilled knowledge workers, thus an assumption can be made that their understanding of the language was above average.

CHAPTER 5: RESULTS

5.1. Introduction

This chapter presents the results pertaining to the hypotheses proposed in Chapter 3. This chapter will first present the descriptive statistics of the data collected, after which the validity and testing of the measurement instrument will be described. Lastly, the statistics to test the hypotheses will be outlined. In testing for hypothesis one, the author used linear regression analyses to determine the relationship between the variables. For hypotheses two and three, hierarchical multiple regression analysis was used to control for the race and gender of the leader.

5.2. Descriptive statistics

The survey link was sent to a sample frame of 1 040 potential respondents, who were junior to senior managers. Of these, 250 completed responses were received, of which three were discarded. This left 247 usable responses, resulting in a response rate of 23.75%.

5.2.1. Descriptive statistics relating to respondents

Table 1 below is a frequency distribution of the age of the respondents. Respondents aged 20 to 29 numbered 32 (13.0%), those aged between 30 and 39 numbered 68 (27.5%), those between 40 and 49 numbered 84 (34.0%), those between 50 and 59 numbered 52 (21.1%), and those aged 60 to 69 numbered 11 (4.5%).

Table 1: Age of respondents

Age	Frequency	Percent [%]
20 -29	32	13.0
30 - 39	68	27.5
40 - 49	84	34.0
50 - 59	52	21.1
60 - 69	11	4.5
Total	247	100.0

Of the respondents, the majority were male at 158 (64.0%), versus 89 (36.0%) female. Refer to table 2 below for the frequency distribution results.

Table 2: Gender of respondents

Gender	Frequency	Percent
Female	89	36.0
Male	158	64.0
Total	247	100.0

Table 3 illustrates the race of the respondents in the organisation. Non-African respondents numbered 118 (47.8%), while African respondents numbered 129 (52.2%). All respondents of African descent were classified as African, with all other respondents classified as non-African.

Table 3: Race of respondents

Race	Frequency	Percent
Non-African	118	47.8
African	129	52.2
Total	247	100.0

5.2.2. Descriptive statistics relating to leaders

Table 4 below is a frequency distribution of the age of the leaders. Leaders aged 20 to 29 numbered 2(0.8%), those aged between 30 and 39 numbered 48 (19.4%), those between 40 and 49 numbered 93 (37.7%), those numbered 50 to 59 numbered 90 (36.4%) and those aged 60 to 69 numbered 14 (5.7%).

Table 4: Age of leaders

Age	Frequency	Percent [%]
20 -29	2	0.8
30 - 39	48	19.4
40 - 49	93	37.7
50 - 59	90	36.4
60 - 69	14	5.7
Total	247	100.0

Table 5 below is a frequency distribution of the gender of the leaders. Female managers numbered 57 (23.1%), while male managers numbered 190 (76.9%).

Table 5: Gender of leaders

Gender	Frequency	Percent
Female	57	23.1
Male	190	76.9
Total	247	100.0

Table 6 below is a frequency distribution of the race of the leaders. Non-African managers numbered 163 (66.0%), while African managers numbered 84 (34.0%). All respondents of African descent were classified as African, with all other respondents classified as non-African.

Table 6: Race of leaders

Race	Frequency	Percent
Non-African	163	66.0
African	84	34.0
Total	247	100.0

5.3. Validity

In order to test for the validity of each question, the bivariate correlation for each of the individual questions and item total scores was calculated. The bivariate results for the emotional commitment scale are presented below in Table 7. The measurement scale was considered to be valid as the p-value for each correlation was below 0.05. The results of all other scales relating to *Ubuntu* and employee engagement were considered to be valid. (See Appendix 5 for the bivariate correlations for the scales relating to *Ubuntu* and employee engagement.)

Table 7: Bivariate correlations for emotional commitment scale questions and item total score

	I am enthusiastic about my job.	I feel energetic about my job.	I am interested in my job.	Emotional
I am enthusiastic about my job. Pearson Correlation	1	.776**	.672**	.904**
Sig. (2-tailed)		0.000	0.000	0.000
N	247	247	247	247
I feel energetic about my job. Pearson Correlation	.776**	1	.684**	.924**
Sig. (2-tailed)	0.000		0.000	0.000
N	247	247	247	247
I am interested in my job. Pearson Correlation	.672**	.684**	1	.866**
Sig. (2-tailed)	0.000	0.000		0.000
N	247	247	247	247
Emotional Pearson Correlation	.904**	.924**	.866**	1
Sig. (2-tailed)	0.000	0.000	0.000	
N	247	247	247	247

** . Correlation is significant at the 0.01 level (2-tailed).

5.4. Reliability

In order to test the reliability of the measurement scales, a Cronbach's alpha was run. This measures the internal consistency of the questions to ensure that they are measuring the same underlying construct (Pallant, 2016). The Cronbach's alpha for each of the constructs of Ubuntu have been presented below in Table 8. The Cronbach's alphas ranged from 0.69 for solidarity to 0.88 for compassion. No questions were removed due to having an adverse scale.

Table 8: Cronbach's alpha for *Ubuntu* scales

Scale description	Cronbach's Alpha	N of Items
Compassion	0.88	3
Respect & dignity	0.83	3
Solidarity	0.69	3
Survival	0.83	3

The Cronbach's alpha for each of the constructs of employee engagement are presented in Table 9 below. The Cronbach's alphas ranged from 0.69 for challenge to 0.89 for organisational fit. No questions were removed due to having an adverse scale.

Table 9: Cronbach's alpha for employee engagement scales

Scale description	Cronbach's Alpha	N of Items
Affective commitment	0.81	3
Challenge	0.69	2
Cognitive	0.86	3
Contribution	0.77	3
Discretionary effort	0.75	3
Emotional	0.88	3
Intention to Turnover	0.73	2
Organisational fit	0.89	3
Physical	0.81	3
Recognition	0.72	3
Supportive management	0.85	3

5.5. Factor analysis

To determine whether each of the questions tested only one factor, the researcher conducted factor analysis testing for each of the scales. In Table 10 below, the researcher presents the results of the factor analysis for the emotional commitment scale. It can be seen that at least one of the questions had a correlation that was above 0.3. The factor analysis for all other scales is presented in Appendix 5.

Table 10: Emotional commitment correlation matrix

	I am enthusiastic about my job.	I feel energetic about my job.	I am interested in my job.
Correlation I am enthusiastic about my job.	1.000	0.776	0.672
I feel energetic about my job.	0.776	1.000	0.684
I am interested in my job.	0.672	0.684	1.000

Table 11 presents the KMO and Bartlett's test results for the emotional commitment scale. The KMO measure was greater than 0.7 but less than 0.8, indicating that the result was middling (Kaiser, 1974). The Bartlett test had a p-value < 0.5, which indicated that the sphericity was significant. The principal component analysis (PCA) was thus suitable.

Table 11: Emotional commitment KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.732
Bartlett's Test of Sphericity	403.522
df	3
Sig.	0.000

Table 12 below presents the total variance explained results. Using the eigenvalue rule, the one component extracted represents 80.76% of the variance. This indicates that the emotional commitment scale was measuring only one construct as intended. The remaining scales were tested and it was confirmed that they were all only testing one construct as intended. These are presented in Appendix 5.

Table 12: Emotional commitment total variance explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.423	80.757	80.757	2.423	80.757	80.757
2	0.354	11.795	92.552			
3	0.223	7.448	100.000			

Extraction Method: Principal Component Analysis.

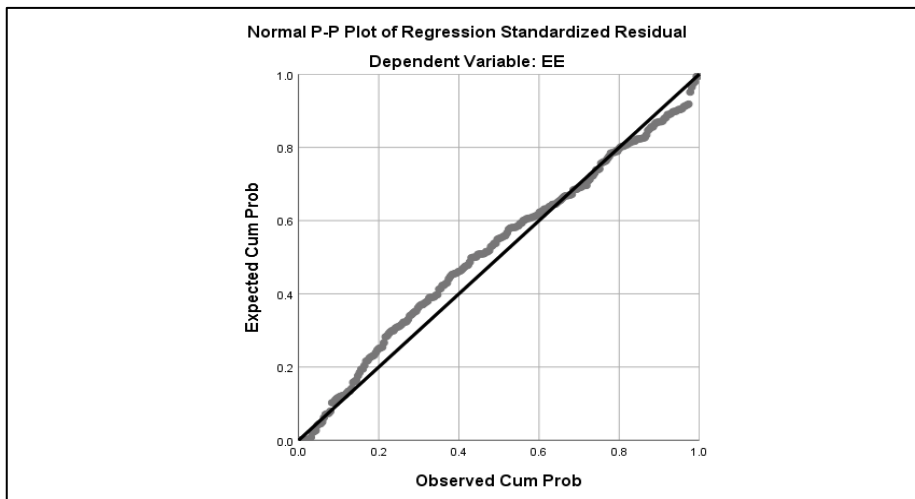
5.6. Hypothesis testing

Prior to testing the hypothesis, the author was required to test that the assumptions for correlation and regression analysis were met. The critical assumptions that were required to be validated were homoscedasticity, linearity and multicollinearity (Pallant, 2016).

5.6.1. Homoscedasticity

This assumes a constant relationship between the independent variables and the residual term (Pallant, 2016). Per Figure 3 below, the dependent variables of employee engagement (EE) were plotted against the regression standardised residuals. This indicated a consistent relationship, thus meeting the assumption of homoscedasticity.

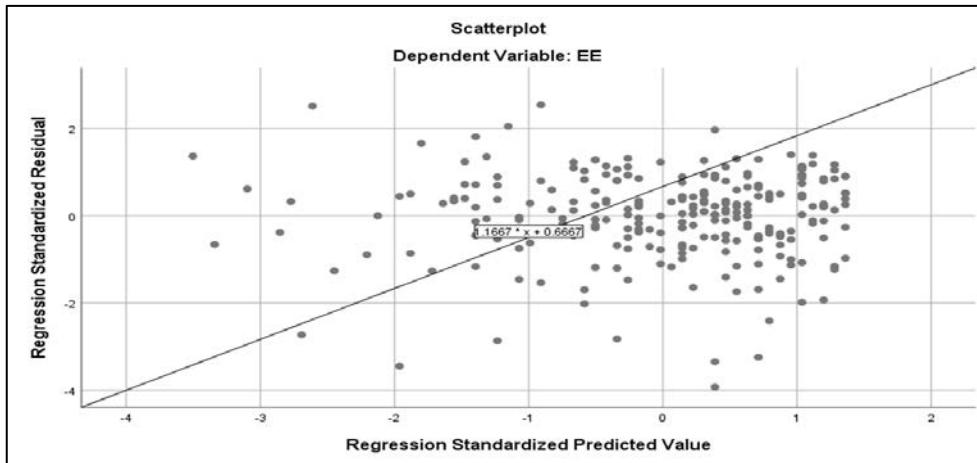
Figure 3: Testing for homoscedasticity



5.6.2. Linearity

This assumes that a linear relationship exists between two variables (Pallant, 2016). The scatterplot (see Figure 4) indicates a relationship between the two variables, thus confirming linearity.

Figure 4: Testing for linearity



5.6.3. Multicollinearity

This is assumed when there is a high correlation between the independent variables, which means the independent variables are measuring the same construct (Pallant, 2016). To test for multicollinearity, the collinearity statistics should indicate a tolerance greater than 0.1 and a variance inflation factor (VIF) that is less than 10 (Pallant, 2016). The lowest tolerance was 0.984 and the highest VIF was 1.016, indicating that the assumption of multicollinearity was met. (Refer to Appendix 5 for the full results of the collinearity tests.)

5.6.4. Hypothesis One

The null hypothesis stated that there is no significant relationship between the African leadership philosophy of *Ubuntu* and employee engagement. With reference to Table 13 below, there was a significant and positive correlation between *Ubuntu* and employee engagement ($r=0.667$ (one-tailed)). Table 13 also shows [an](#) R squared value of 0.445, which means that *Ubuntu* explained 44.5% of variation in employee engagement. With reference to Table 14, the relationship between the variables is significant ($p<0.05$). The null hypothesis was therefore rejected in favour of the alternate hypothesis. It can therefore be concluded that there is a significant, moderate, positive correlation between employee engagement and the leadership philosophy of *Ubuntu*.

Table 13: Model summary (hypothesis one)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.667 ^a	0.445	0.443	0.4981
a. Predictors: (Constant), Ubuntu				
b. Dependent Variable: EE				

Table 14: ANOVA results (hypothesis one)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.763	1	48.763	196.534	.000 ^b
	Residual	60.788	245	0.248		
	Total	109.551	246			

a. Dependent Variable: EE
b. Predictors: (Constant), Ubuntu

5.6.5. Hypothesis Two

The null hypothesis stated that the relationship between the African leadership philosophy of *Ubuntu* and employee engagement is not moderated by the race of the leader. With reference to Table 15 below, when moderated for the leaders race, there was a significant and positive correlation between *Ubuntu* and employee engagement ($r=0.667$ (one - tailed)). Table 15 also shows an R squared value of 0.445, which means that Ubuntu explained 44.5% of variation in employee engagement. This is the same regardless of whether the leader is African or non-African. With reference to Table 16, the relationship between the variables is significant ($p<0.05$), therefore the null hypothesis was not rejected. It can thus be concluded that the relationship between the African leadership philosophy of *Ubuntu* and employee engagement is not moderated by a leader’s race.

Table 15: Model summary (hypothesis two)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
African	.667 ^a	0.445	0.443	0.49811	0.445	196.534	1	245	0.000
Non-African	.667 ^b	0.445	0.441	0.49910	0.000	0.027	1	244	0.870

a. Predictors: (Constant), Ubuntu
b. Predictors: (Constant), Ubuntu, Mrace
c. Dependent Variable: EE

Table 16: ANOVA results (hypothesis two)

Model		Sum of Squares	df	Mean Square	F	Sig.
African	Regression	48.763	1	48.763	196.534	.000 ^b
	Residual	60.788	245	0.248		
	Total	109.551	246			
Non-African	Regression	48.770	2	24.385	97.890	.000 ^c
	Residual	60.781	244	0.249		
	Total	109.551	246			

a. Dependent Variable: EE
b. Predictors: (Constant), Ubuntu
c. Predictors: (Constant), Ubuntu, Mrace

5.6.6. Hypothesis Three

The null hypothesis stated that the relationship between the African leadership philosophy of *Ubuntu* and employee engagement is not moderated by the gender of the leader. With reference to Table 17 below, when moderated for the leaders gender, there was a significant and positive correlation between *Ubuntu* and employee engagement ($r=0.667$ (one-tailed)). Table 17 also shows an R squared value of 0.445, which means that *Ubuntu* explained 44.5% of variation in employee engagement. With reference to Table 18, the relationship between the variables is significant ($p<0.05$), therefore the null hypothesis was not rejected. It can thus be concluded that the relationship between the African leadership philosophy of *Ubuntu* and employee engagement is not moderated by a leader's gender.

Table 17: Model summary (hypothesis three)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
Female	.667	0.445	0.443	0.49811	0.445	196.534	1	245	0.000
Male	.671	0.450	0.446	0.49672	0.005	2.376	1	244	0.125

a. Predictors: (Constant), Ubuntu
b. Predictors: (Constant), Ubuntu, Mgender
c. Dependent Variable: EE

Table 18: ANOVA results (hypothesis three)

Model		Sum of Squares	df	Mean Square	F	Sig.
Female	Regression	48.763	1	48.763	196.534	.000
	Residual	60.788	245	0.248		
	Total	109.551	246			
Male	Regression	49.349	2	24.674	100.006	.000
	Residual	60.202	244	0.247		
	Total	109.551	246			

a. Dependent Variable: EE
b. Predictors: (Constant), Ubuntu
c. Predictors: (Constant), Ubuntu, Mgender

5.7. Summary

Hypothesis one was rejected in favour of the alternate hypothesis, while hypotheses two and three were not rejected. Following from the presentation of the results, the findings will now be critically discussed with reference to literature.

CHAPTER 6: DISCUSSION OF RESULTS

6.1. Introduction

This chapter discusses the statistical analysis results presented in Chapter 5 in the context of the literature review as per Chapter 2. The hypotheses presented in this chapter are interpreted using the results set out in Chapter 5.

6.2. Descriptive statistics

Descriptive statistics were run on the respondents and their leaders, the results of which are presented below.

6.2.1. Descriptive statistics of the respondents

6.2.1.1. Age of respondents

As per Table 1, the majority of the respondents, 34% (84 out of 247) were in the age bracket 40 to 49, while the 30 to 39 age group represented 27.5% of the respondents (68 out of 247). The least respondents, 4.55% (11 out of 247) were from the age group 60 to 69. This was expected as the majority of followers are middle-aged, while there are fewer followers in the over 60 age group as the company retirement age is 63 years old. Excluding the above 60 age group, the rest of the age groups had representation that was above 10%, which is indicative of good representation.

6.2.1.2. Gender of respondents

Gender representation was in favour of males, with 158 (64%) versus 89 females (34%). This indicates that the manufacturing industry is still male-dominated, but less so in the management tiers. Per StatsSA (2017), skilled women in the workplace fill 44% of skilled jobs, thus this percentage of female respondents is below the national average.

6.2.1.3. Race of respondents

African respondents represented 129 of the respondents (52.2%) while non-Africans represented 118 of the respondents (47.8%). Although a majority of the respondents are African, this is not representative of the country's population. Per StatsSA (2017) report on South Africa's demographics, black Africans constituted 80.8% of the population.

6.2.2. Descriptive statistics of the leaders

6.2.2.1. Age of leaders

A majority of the leaders were in the 40 to 49 age group, representing 93 leaders (37.7%) and in the 50 to 59 age group, representing 90 respondents (36.4%). This could be expected as leaders (senior managers) generally have more than 10 years' work experience. This could also explain why there were only two leaders in the 20 to 29 age group. There were only 14 (5.7%) leaders in the 60 to 69 age group, which could again be expected due to the company's retirement age policy of 63 years old. Excluding the above 60 and 20 to 29 age groups, the rest of the age groups had representation that was above 10%, which is indicative of good representation.

6.2.2.2. Gender of leaders

The majority of the leaders were male, represented by 190 members (76.9%), with female leaders only being represented by 57 members (23.1%). This indicates that the organisations leadership (senior manager level) is male dominated. This is below the national average of 44% (StatsSA, 2017).

6.2.2.3. Race of leaders

Non-African leaders accounted for 163 (66%) participants, with Africans being represented by 84 (34%) leaders. This is not representative of the country's demographics.

6.3. Hypothesis discussion

This section includes a detailed discussion of the hypotheses presented in Chapter 3. To recap, the researcher sought to answer the following questions:

- Is there a positive relationship between the African leadership/management philosophy of *Ubuntu* and employee engagement?
- Can this relationship be moderated by the race of the leader?
- Can this relationship be moderated by the gender of the leader?

6.3.1. Hypothesis One

The null hypothesis stated that there is no significant relationship between the African leadership philosophy of *Ubuntu* and employee engagement. The analysis presented in Chapter 5 indicated that there is a significant, moderate, positive correlation between employee engagement and the African leadership philosophy of *Ubuntu*. This means that the null hypothesis was rejected in favour of the alternate hypothesis.

The results indicate that the followers perceived the leaders to possess the attributes of *Ubuntu*. Attributes of “survival, the spirit of solidarity, compassion and respect, and dignity” (Singer, Polak & Pennink, 2010, p. 4) are shared by the leaders and followers. This indicates that there is a link between the antecedents of employee engagement and employee engagement. Through the followers perceiving the leaders propensity to practice *Ubuntu*, a shared purpose is created, which is consistent with Rost’s (1993) definition on leadership. This is also consistent with Lutz (2009) who proposes that business should not be seen as a collection of individuals, but instead as a community with management’s purpose being to promote the common good.

This is also consistent with attuned leadership, which speaks to how leaders need to be aware of their followers (Khoza, 2011). Leaders who are aware and do not listen to their followers, will ultimately lose their followers as they will be disengaged. Therefore, leaders who lead through the African leadership philosophy of *Ubuntu* are likely to have more engaged employees. This was consistent with Khoza (1994), who stated that there is no reason why the leadership philosophy of *Ubuntu* cannot be utilised to bring about business collaboration.

The benefits of *Ubuntu* can be realised by corporate South Africa as through common goals and loyalty, business can gain a sustainable competitive advantage (Mangaliso, 2001). This is similar to the organisational benefits that Western leadership philosophies of transactional transformational leadership have derived (Lussier, 2013). Therefore, *Ubuntu* as a leadership philosophy can be the spark that leads to an African Renaissance (Khoza, 2012; Karsten and Illa, 2005).

6.3.2. Hypothesis Two

The null hypothesis stated that the relationship between the African leadership philosophy of *Ubuntu* and employee engagement is not moderated by the race of the leader. The analysis presented in Chapter 5 indicated that the relationship between the African leadership philosophy of *Ubuntu* and employee engagement is not moderated by the leaders race, thus the null hypothesis was not rejected.

The results indicate that leaders who lead through the African leadership philosophy of *Ubuntu* are likely to have more engaged employees, regardless of the race of the leader. This means that a leader’s race does not influence their effectiveness. This is consistent with the Booyesen and Nkomo (2010), who found that there was no difference in the leadership traits of both black and white females’ leaders. This contradicts the earlier work of Littrell and Nkomo (2005), who found that the gender

and race of the leader has an impact on their behavior

The descriptive statistics indicated that a majority of the followers were of African descent (52.2%), therefore it can be said that *Ubuntu* is a philosophy that has been embedded in African culture (Nussbaum, 2003). The results also indicated that a large portion of the leaders were of non-African descent (66%) and yet they resonated with the philosophy of *Ubuntu*. This could further enhance the proposition that *Ubuntu* is an African philosophy and that it is deeply embedded in African culture (Nussbaum, 2003). Alternatively, this could mean that although there has been great difficulty the translation and articulation of *Ubuntu*, its attributes of “survival, the spirit of solidarity, compassion and respect, and dignity” (Singer, Polak & Pennink, 2010, p. 4) are universal attributes that go beyond African culture. Therefore, the presence of these attributes is the presence of *Ubuntu* (Mbigi, 1997).

6.3.3. Hypothesis Three

The null hypothesis stated that the relationship between the African leadership philosophy of *Ubuntu* and employee engagement is not moderated by the gender of the leader. The analysis presented in Chapter 5 indicated that the relationship between an African leadership philosophy (*Ubuntu*) and employee engagement is not moderated by the leaders gender, thus the null hypothesis was not rejected.

The results indicate that leaders who lead through the African leadership philosophy of *Ubuntu* are likely to have more engaged employees, regardless of the leader’s gender. This means that a leaders gender does not influence their ability to effectively lead (Appelbaum, 2002; Kuchynková, 2015). This is consistent with a study by Eagly, Karau, Steven and Makhijani (2016), which found no distinction between female and male leaders. Therefore, this contradicts the earlier work of Littrell and Nkomo (2005), who found that the gender and race of the leader has an impact on their behavior. Also contradictory is the study by (Sczesny, Bosak, Neff and Schyns, 2004). Sczesny, Bosak, Neff and Schyns (2004) found that there are different perceptions with regards to leadership traits across different genders.

As followers perceived their leaders practicing *Ubuntu* regardless of gender means that both males and females possessed the traits of “survival, the spirit of solidarity, compassion and respect, and dignity” (Singer, Polak & Pennink, 2010, p. 4). Therefore the traits of *Ubuntu* are not limited to a specific gender of leader.

6.4. Summary

The results of the hypothesis testing indicated that there is a significant, moderate, positive correlation between employee engagement and the African leadership philosophy of *Ubuntu*. This relationship is not moderated by a manager's race or gender. Chapter 7 will discuss the implications for theory and management, the limitations of the study, and provide suggestions for future research.

CHAPTER 7: CONCLUSION

7.1. Introduction

The purpose of this research was to determine whether utilising *Ubuntu* as a leadership/management philosophy is a predictor of employee engagement. This chapter relates the research findings to the theoretical findings. Thereafter, the researcher links the theoretical findings to what implications this has for managers in South Africa. The researcher then highlights the limitations of the research and makes suggestions for future research.

7.2. Principal findings

7.2.1. Hypothesis One

The first objective of the research was to determine whether there is a significant relationship between the African leadership philosophy of *Ubuntu* and employee engagement. In order to test for the existence of a relationship between the dependent variable (employee engagement) and the independent variable (*Ubuntu*), a linear regression analysis was conducted. The results indicated that there is a significant and positive correlation between African leadership philosophy of *Ubuntu* and employee engagement. This is consistent with the literature (Singer, Polak & Pennink, 2010; Rost, 1993; Lutz, 2009; Khoza, 1994; Karsten and Illa, 2005; Khoza, 2011; Khoza, 2012; Mangaliso, 2001 and Lussier, 2013).

7.2.2. Hypothesis Two

The second objective was to determine if the relationship between the African leadership philosophy of *Ubuntu* and employee engagement can be moderated by the race of the leader. To moderate for the race of the leader, a hierarchical multiple regression analysis was conducted. The results indicated that the relationship between the leadership philosophy of *Ubuntu* and employee engagement is not moderated for the race of the leader, which is contradictory with the literature by Littrell and Nkomo (2005). The findings were however consistent with more recent literature (Booyesen and Nkomo, 2010). It was also consistent with Nussbaum (2003) which stated that *Ubuntu* is deeply embedded in African culture.

7.2.3. Hypothesis Three

The third objective was to determine if the relationship between the African leadership philosophy (*Ubuntu*) and employee engagement can be moderated by the gender of the leader. After conducting a hierarchical multiple regression analysis, it was found

that the relationship between *Ubuntu* and employee engagement is not moderated for the gender of the manager or leader. This is consistent with the literature (Appelbaum, 2002; Kuchynková, 2015 and Eagly, Karau, Steven and Makhijani, 2016). This is however contradictory with earlier literature (Sczesny, Bosak, Neff and Schyns, 2004)

7.3. Implications for theory

This research contributes to the theory of *Ubuntu* and African leadership philosophy, with empirical evidence of the benefit of *Ubuntu* as a leadership philosophy. This builds on the works of Mbigi (1997; 1999) as well as Khoza (1994; 2012). The study further builds on the theoretical work of Blunt and Jones (1997), and later Mangaliso (2001), which argued that African leadership philosophies are different to those of the west as they are underpinned by collectivism instead of individualism. This leadership philosophy is essential to Africa's renaissance and upliftment (Khoza, 2012; Karsten and Illa, 2005). In addition, it was noted that South African followers display distinct traits, which leaders need to understand to connect with their followers (Van Zyl, Kleynhans & Du Plessis, 2011).

The research also contributes to the theory of Human Development by introducing another leadership philosophy that is specific to Africa, which can be an enhancer of employee engagement in the modern workplace. This builds on the work of Khan (1990; Shuck, Twyford, Reio & Shuck, 2014) with regards to employee engagement

7.4. Implications for management

The findings of this research indicate that the adoption of the African leadership philosophy of *Ubuntu* can benefit leaders operating in the South African business environment by encouraging a more engaged workforce. This can be achieved by leaders using the constructs of compassion, respect and dignity, survival, and the spirit of solidarity as a foundation for their leadership practices. This can be done through leadership training and coaching that could be internally or externally facilitated.

7.4.1. Allows for diverse leaders to lead a diverse workforce

This training can be done across the leadership team regardless of the leader's gender as the traits or constructs of *Ubuntu* are not gender specific. This is particularly important in South Africa, where corporations are under pressure from various legislation i.e. Labour Relations Act and scorecards i.e. BBBEE scorecard. Lack of female leadership can have implications on the sustainability of a business as it affects its ability to attract new business. Diverse leadership teams also have the added advantage of being able to look at problems from different perspectives and offer

suitable solutions (Homan & Greer, 2013).

Training can also be done regardless of the leader's race as the traits or constructs of Ubuntu are not race specific. This is particularly important in South Africa, where although the population is more than 80% of African descent, this has not been translated to corporate leadership structures. By using the constructs of Ubuntu as the foundation of leadership practices, non-African leaders will be better able to engage their majority African followers in the workforce. This is particularly relevant in South Africa as many companies from the West and the East are increasingly moving into Africa to tap into the continent's demand for products and services due to its growing population.

This leadership philosophy can be successfully adopted by both male and female leaders, as well as leaders who are not of African descent. This would also allow diverse leadership teams to better understand their followers and be more attuned (Khoza, 2011) with regards to how they want their needs to be addressed. This would prove very beneficial in the mining and manufacturing sectors that are more prone to labour relation disagreements i.e. labour strike action.

7.4.2. Benefits of engaged followers (workforce)

The benefits of an engaged workforce is having employees that are not only productive, but are also willing to go the extra-mile i.e. discretionary effort (Shuck, Reio & Rocco, 2011). This will lead to the business or organization achieving their key performance indicators (KPI's) and ultimately leads to an improvement in their bottom-line (Harter, Schmidt and Hayes, 2002).

An engaged workforce is also more likely to want to stay within the organization i.e. lower staff turnover. This has the benefits of a stable workforce which will reduce the cost of recruitment, re-training and loss of productivity due to upskilling during an employee's probation period.

The benefits of an engaged workforce are not limited to business key performance indicators, but also extend to how an employee perceives their physical, cognitive and emotional well-being. Engaged employees can be described as being physically, cognitively and emotionally engaged.

7.5. Limitations of the research

The main limitation of the research was that it was limited to one South African company's workforce; therefore the results gained cannot be inferred without being aware of this context. Other than the limitations discussed in Chapter 4, the below additional limitations were noted.

7.6. Suggestions for future research

The concept of the relationship between the African leadership philosophy of *Ubuntu* and employee engagement should be developed further. It would be of great value if this study were to be repeated amongst general South African workers, and not just limited to one company's workforce. This could be done across one industry or across multiple industries.

Secondly, the study could be repeated in other African countries to determine whether a leadership philosophy based on *Ubuntu* influences employee engagement there. This would determine whether the results of the study relate to other African countries and whether *Ubuntu* is truly an African philosophy.

Thirdly, the study could be conducted on a company or industry where a majority or not all leaders were of non-African descent. This would further test the hypothesis of whether the relationship between the African leadership philosophy of *Ubuntu* can be moderated for the race of the leader. This could be further stretched to conducting the study on a company that is from the East or West to ascertain whether the constructs of *Ubuntu* are universal or just limited to African culture.

Fourthly, the study could be conducted on a company or industry that is either male or female dominated. This would further test the hypothesis of whether the relationship between the African leadership philosophy of *Ubuntu* can be moderated for the gender of the leader.

Lastly, the study could be stretched to understand which of the constructs of *Ubuntu* have the most impact in driving employee engagement. This would allow leaders to better focus their efforts if there are constructs that have a deeper impact.

7.7. Concluding statement

The purpose of this research was to determine whether a leadership philosophy based on *Ubuntu* is a predictor of employee engagement. This objective was met by determining the strength and direction of the relationship. Further to this, it was found that the gender and race of managers are not moderators of this relationship.

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APPENDIX 1: MEASUREMENT INSTRUMENT

Participants' details

Age

20 - 29
30 - 39
40 - 49
50 - 59
60 - 69
70 and up

Gender

Female
Male

Race

African
White
Coloured
Indian

Nationality

South African
Non-South African

Tenure in organisation

0 - 5 years
6 - 10 years
11 - 15 years
16 - 20 years
21 - 25 years
26 years and more

Leaders' details

Age

20 - 29
30 - 39
40 - 49
50 - 59
60 - 69
70 and up

Gender

Female
Male

Race

- African
- White
- Coloured
- Indian
- Other

Nationality

- South African
- Non-South African

Tenure in organisation

- 0 - 5 years
- 6 - 10 years
- 11 - 15 years
- 16 - 20 years
- 21 - 25 years
- 26 years and more

PART B: LEADERSHIP PHILOSOPHY

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Slightly disagree
- 4 - Slightly agree
- 5 - Agree
- 6 - Strongly agree

1. My manager encourages teamwork	1	2	3	4	5	6
2. I am proud to work for my manager	1	2	3	4	5	6
3. My manager has the well-being of his/her staff as a major objective	1	2	3	4	5	6
4. My manager is someone I inform about my personal life	1	2	3	4	5	6
5. My manager makes me feel like I am really part of the team	1	2	3	4	5	6
6. I make sacrifices for the good of the team	1	2	3	4	5	6
7. My manager is friendly and helpful	1	2	3	4	5	6
8. I have confidence and trust in my manager	1	2	3	4	5	6
9. My manager offers a stable job environment	1	2	3	4	5	6
10. My manager treats all my co-workers equally	1	2	3	4	5	6
11. My manager provides subordinates open access to information	1	2	3	4	5	6
12. My manager encourages diversity of opinions	1	2	3	4	5	6

PART C: EMPLOYEE ENGAGEMENT

1 - Strongly disagree

2 - Disagree

3 - Slightly disagree

4 - Slightly agree

5 - Agree

6 - Strongly agree

13. I feel my values "match" or fit this organisation and the current employees in this organisation.	1	2	3	4	5	6
14. I think the values and personality of this organisation reflect my own values and personality.	1	2	3	4	5	6
15. The values of the organisation are similar to my own values.	1	2	3	4	5	6
16. I feel a strong sense of belonging to my organisation.	1	2	3	4	5	6
17. I feel personally attached to my work organisation.	1	2	3	4	5	6
18. I am proud to tell others I work at my organisation.	1	2	3	4	5	6
19. My boss is flexible about how I accomplish my job objectives.	1	2	3	4	5	6
20. My manager is supportive of my ideas and ways of getting things done.	1	2	3	4	5	6
21. My boss gives me the authority to do my job as I see fit.	1	2	3	4	5	6
22. I feel very useful in my job.	1	2	3	4	5	6
23. Doing my job well makes a difference.	1	2	3	4	5	6
24. I feel like a key member of the organisation.	1	2	3	4	5	6
25. I rarely feel my work is taken for granted.	1	2	3	4	5	6
26. My superiors generally appreciate the way I do my job.	1	2	3	4	5	6
27. The organisation recognises the significance of my contributions I make.	1	2	3	4	5	6
28. My job is very challenging.	1	2	3	4	5	6
29. It takes all of my resources to achieve my work objectives.	1	2	3	4	5	6
30. I work with intensity on my job.	1	2	3	4	5	6
31. I exert my full effort to do my job.	1	2	3	4	5	6
32. I devote a lot of energy to my job.	1	2	3	4	5	6
33. I am enthusiastic about my job.	1	2	3	4	5	6
34. I feel energetic about my job.	1	2	3	4	5	6
35. I am interested in my job.	1	2	3	4	5	6
36. At work, my mind is focused on my job.	1	2	3	4	5	6
37. At work, I pay a lot of attention to my job.	1	2	3	4	5	6
38. At work, I focus a great deal of attention on my job.	1	2	3	4	5	6
39. If I have my own way, I will be working for my dream company one year from now.	1	2	3	4	5	6
40. I am planning to search for a new job within the next 12 months.	1	2	3	4	5	6
41. When I work, I really exert myself to the fullest, beyond what is expected.	1	2	3	4	5	6
42. I finish a job even if it means sacrificing breaks or lunches.	1	2	3	4	5	6
43. I do more than is expected of me.	1	2	3	4	5	6

APPENDIX 2: CONSISTENCY MATRIX

Research questions/propositions/hypothesis	Sections in literature review	Data collection tools	Analysis technique
H1₀: There is no significant relationship between the African leadership philosophy of Ubuntu and employee engagement.	Blunt & Jones (1997) Broodryk (2006) Carmeli and Weisberg (2006) Daft (2005) Gade (2011) Gruman and Sacks (2011) James, McKechnie and Swanberg (2011) Karsten and Illa (2005) Khan (1990) Khoza (1994) Khoza (2011) Khoza (2012) Lin, Yu and Yi (2014) Lussier (2013) Lutz (2009) Macy & Schneider (2008) Mangaliso (2001) Mbigi (1997) Nussbaum (2003) Poon (2013) Rost (1993) Saks (2006) Shuck, Reio and Rocco (2011) Shuck, Twyford, Reio & Shuck (2014) Sigger, Polak & Pennink (2010) Sonnentag (2003) Taylor (2014) Teclaw, Osatuke, Fishman, Moore and Dyrenforth (2014) Tutu (1999) West (2014)	Online questionnaire	Simple linear regression analysis. The zero order correlation coefficients will be compared to one another to determine the direction and strength of the relationships
H2₀: The relationship between the African leadership philosophy of Ubuntu and employee engagement is not moderated by the race of the leader.	Appelbaum (2002) Eagly, Karau, Steven and Makhijani (2016) Kuchynková (2015) Littrel and Nkomo (2005) Booyesen and Nkomo (2010)	Online questionnaire	Hierarchical multiple regression analysis. The zero order correlation coefficients will be compared to one another to determine the direction and strength of the relationships
H3₀: The relationship between the African leadership philosophy of Ubuntu and employee engagement is not moderated by the gender of the leader.	Booyesen and Nkomo (2010) Sczesny, Bosak, Neff and Schyns (2004)	Online questionnaire	Hierarchical multiple regression analysis. The zero order correlation coefficients will be compared to one another to

			determine the direction and strength of the relationships
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APPENDIX 3: APPROVAL FROM NAMPAK PRODUCTS LIMITED TO DISTRIBUTE SURVEY



NAMPAK PRODUCTS LIMITED
NAMPAK HOUSE
HAMPTON OFFICE PARK
20 GEORGIAN CRESCENT EAST
BRYANSTON 2191
PO BOX 69963
BRYANSTON 2021
SOUTH AFRICA.
TEL: +27 (11) 719 6300
WEB: www.nampak.com

Attention: Gordon Institute of Business Science

20 June 2018

To whom it may concern

Dear Sir/Madam

SUBJECT: LEADERSHIP PHILOSOPHY AND EMPLOYEE ENGAGEMENT

1. The candidate is hereby granted approval to conduct a study through the distribution of questionnaires to Nampak staff towards the completion of his Master's Degree in Business Administration (MBA) with the Gordon Institute of Business Science (GIBS). Permission is given to the candidate to distribute questionnaires between July and August 2018.
2. Per documents submitted to us, the title of his study is **"The relationship between the perception of a leader's propensity to practice Ubuntu and employee engagement in South Africa"**.
3. In coming to the decision to grant permission, Executive Management evaluated the following documents:
 - a. A research proposal dated 7 May 2018
 - b. Proof of registration showing that the candidate is a student at GIBS; and
 - c. The research instrument (questionnaire)
4. I therefore recommend that the study be approved and the research candidate be afforded opportunity to pursue the study. The study is said to be supervised by Dr G. Price.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Mandisa Seleokane', written over a horizontal line.

Mandisa Seleokane
Nampak Group Human Resources Director

NAMPAK PRODUCTS LIMITED

APPENDIX 4: ETHICAL CLEARANCE



28 June 2018

Ngcobo Julius

Dear Julius

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

Please note that approval is granted based on the methodology and research instruments provided in the application. If there is any deviation change or addition to the research method or tools, a supplementary application for approval must be obtained

We wish you everything of the best for the rest of the project.

Kind Regards

GIBS MBA Research Ethical Clearance Committee

APPENDIX 5: STATISTICAL RESULTS

Validity statistics

Ubuntu: Survival

Correlations					
		Q1. My manager encourages teamwork	Q2. I am proud to work for my manager	Q3. My manager has the well-being of his/her staff as a major objective	Survival
Q1. My manager encourages teamwork	Pearson Correlation	1	.744**	.617**	.853**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	247	247	247	247
Q2. I am proud to work for my manager	Pearson Correlation	.744**	1	.683**	.893**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	247	247	247	247
Q3. My manager has the well-being of his/her staff as a major objective	Pearson Correlation	.617**	.683**	1	.906**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	247	247	247	247
Survival	Pearson Correlation	.853**	.893**	.906**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	247	247	247	247

** . Correlation is significant at the 0.01 level (2-tailed).

Ubuntu: Solidarity

Correlations					
		Q4. My manager is someone I inform about my personal life	Q5. My manager makes me feel like I am really part of the team	Q6. I make sacrifices for the good of the team	Solidarity
Q4. My manager is someone I inform about my personal life	Pearson Correlation	1	.602**	.330**	.874**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	247	247	247	247
Q5. My manager makes me feel like I am really part of the team	Pearson Correlation	.602**	1	.365**	.853**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	247	247	247	247
Q6. I make sacrifices for the good of the team	Pearson Correlation	.330**	.365**	1	.615**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	247	247	247	247
Solidarity	Pearson Correlation	.874**	.853**	.615**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	247	247	247	247

** . Correlation is significant at the 0.01 level (2-tailed).

Ubuntu: Compassion

Correlations					
		Q7. My manager is friendly and helpful	Q8. I have confidence and trust in my manager	Q9. My manager offers a stable job environment	Compassion
Q7. My manager is friendly and helpful	Pearson Correlation	1	.710 ^{**}	.658 ^{**}	.861 ^{**}
	Sig. (2-tailed)		0.000	0.000	0.000
	N	247	247	247	247
Q8. I have confidence and trust in my manager	Pearson Correlation	.710 ^{**}	1	.784 ^{**}	.927 ^{**}
	Sig. (2-tailed)	0.000		0.000	0.000
	N	247	247	247	247
Q9. My manager offers a stable job environment	Pearson Correlation	.658 ^{**}	.784 ^{**}	1	.913 ^{**}
	Sig. (2-tailed)	0.000	0.000		0.000
	N	247	247	247	247
Compassion	Pearson Correlation	.861 ^{**}	.927 ^{**}	.913 ^{**}	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	247	247	247	247

** Correlation is significant at the 0.01 level (2-tailed).

Ubuntu: Respect and dignity

Correlations					
		Q10. My manager treats all my co-workers equally	Q11. My manager provides subordinates open access to information	Q12. My manager encourages diversity of opinions	Respect & dignity
Q10. My manager treats all my co-workers equally	Pearson Correlation	1	.627 ^{**}	.649 ^{**}	.889 ^{**}
	Sig. (2-tailed)		0.000	0.000	0.000
	N	247	247	247	247
Q11. My manager provides subordinates open access to information	Pearson Correlation	.627 ^{**}	1	.587 ^{**}	.841 ^{**}
	Sig. (2-tailed)	0.000		0.000	0.000
	N	247	247	247	247
Q12. My manager encourages diversity of opinions	Pearson Correlation	.649 ^{**}	.587 ^{**}	1	.863 ^{**}
	Sig. (2-tailed)	0.000	0.000		0.000
	N	247	247	247	247
Respect & dignity	Pearson Correlation	.889 ^{**}	.841 ^{**}	.863 ^{**}	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	247	247	247	247

** Correlation is significant at the 0.01 level (2-tailed).

Employee engagement: Organisational fit

Correlations					
		Q13. I feel my values "match" or fit this organisation and the current employees in this organisation.	Q14. I think the values and personality of this organisation reflect my own values and personality.	Q15. The values of the organisation are similar to my own values.	Organisational fit
Q13. I feel my values "match" or fit this organisation and the current employees in this organisation.	Pearson Correlation	1	.776 ^{**}	.598 ^{**}	.875 ^{**}
	Sig. (2-tailed)		0.000	0.000	0.000
	N	247	247	247	247
Q14. I think the values and personality of this organisation reflect my own values and personality.	Pearson Correlation	.776 ^{**}	1	.813 ^{**}	.953 ^{**}
	Sig. (2-tailed)	0.000		0.000	0.000
	N	247	247	247	247
Q15. The values of the organisation are similar to my own values.	Pearson Correlation	.598 ^{**}	.813 ^{**}	1	.887 ^{**}
	Sig. (2-tailed)	0.000	0.000		0.000
	N	247	247	247	247
Organisational fit	Pearson Correlation	.875 ^{**}	.953 ^{**}	.887 ^{**}	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	247	247	247	247

** Correlation is significant at the 0.01 level (2-tailed).

Employee engagement: Affective commitment

Correlations					
		Q16. I feel a strong sense of belonging to my organisation.	Q17. I feel personally attached to my work organisation.	Q18. I am proud to tell others I work at my organisation.	Affective commitment
Q16. I feel a strong sense of belonging to my organisation.	Pearson Correlation	1	.656**	.568**	.888**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	247	247	247	247
Q17. I feel personally attached to my work organisation.	Pearson Correlation	.656**	1	.563**	.881**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	247	247	247	247
Q18. I am proud to tell others I work at my organisation.	Pearson Correlation	.568**	.563**	1	.787**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	247	247	247	247
Affective commitment	Pearson Correlation	.888**	.881**	.787**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	247	247	247	247

** . Correlation is significant at the 0.01 level (2-tailed).

Employee engagement: Supportive management

Correlations					
		Q19. My boss is flexible about how I accomplish my job objectives.	Q20. My manager is supportive of my ideas and ways of getting things done.	Q21. My boss gives me the authority to do my job as I see fit.	Supportive management
Q19. My boss is flexible about how I accomplish my job objectives.	Pearson Correlation	1	.664**	.628**	.870**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	247	247	247	247
Q20. My manager is supportive of my ideas and ways of getting things done.	Pearson Correlation	.664**	1	.681**	.887**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	247	247	247	247
Q21. My boss gives me the authority to do my job as I see fit.	Pearson Correlation	.628**	.681**	1	.878**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	247	247	247	247
Supportive management	Pearson Correlation	.870**	.887**	.878**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	247	247	247	247

** . Correlation is significant at the 0.01 level (2-tailed).

Employee engagement: Contribution

Correlations					
		Q22. I feel very useful in my job.	Q23. Doing my job well makes a difference.	Q24. I feel like a key member of the organisation.	Contribution
Q22. I feel very useful in my job.	Pearson Correlation	1	.562**	.543**	.860**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	247	247	247	247
Q23. Doing my job well makes a difference.	Pearson Correlation	.562**	1	.511**	.805**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	247	247	247	247
Q24. I feel like a key member of the organisation.	Pearson Correlation	.543**	.511**	1	.828**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	247	247	247	247
Contribution	Pearson Correlation	.860**	.805**	.828**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	247	247	247	247

** . Correlation is significant at the 0.01 level (2-tailed).

Employee engagement: Recognition

Correlations					
		Q25. I rarely feel my work is taken for granted.	Q26. My superiors generally appreciate the way I do my job.	Q27. The organisation recognises the significance of my contributions I make.	Recognition
Q25. I rarely feel my work is taken for granted.	Pearson Correlation	1	.493 ^{**}	.419 ^{**}	.787 ^{**}
	Sig. (2-tailed)		0.000	0.000	0.000
	N	247	247	247	247
Q26. My superiors generally appreciate the way I do my job.	Pearson Correlation	.493 ^{**}	1	.497 ^{**}	.849 ^{**}
	Sig. (2-tailed)	0.000		0.000	0.000
	N	247	247	247	247
Q27. The organisation recognises the significance of my contributions I make.	Pearson Correlation	.419 ^{**}	.497 ^{**}	1	.774 ^{**}
	Sig. (2-tailed)	0.000	0.000		0.000
	N	247	247	247	247
Recognition	Pearson Correlation	.787 ^{**}	.849 ^{**}	.774 ^{**}	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	247	247	247	247

** . Correlation is significant at the 0.01 level (2-tailed).

Employee engagement: Challenge

Correlations				
		Q28. My job is very challenging.	Q29. It takes all of my resources to achieve my work objectives.	Challenge
Q28. My job is very challenging.	Pearson Correlation	1	.533 ^{**}	.903 ^{**}
	Sig. (2-tailed)		0.000	0.000
	N	247	247	247
Q29. It takes all of my resources to achieve my work objectives.	Pearson Correlation	.533 ^{**}	1	.845 ^{**}
	Sig. (2-tailed)	0.000		0.000
	N	247	247	247
Challenge	Pearson Correlation	.903 ^{**}	.845 ^{**}	1
	Sig. (2-tailed)	0.000	0.000	
	N	247	247	247

** . Correlation is significant at the 0.01 level (2-tailed).

Employee engagement: Physical

Correlations					
		Q30I work with intensity on my job.	Q31I exert my full effort to do my job.	Q32. I devote a lot of energy to my job.	Physical
Q30. I work with intensity on my job.	Pearson Correlation	1	.482 ^{**}	.559 ^{**}	.798 ^{**}
	Sig. (2-tailed)		0.000	0.000	0.000
	N	247	247	247	247
Q31. I exert my full effort to do my job.	Pearson Correlation	.482 ^{**}	1	.709 ^{**}	.864 ^{**}
	Sig. (2-tailed)	0.000		0.000	0.000
	N	247	247	247	247
Q32. I devote a lot of energy to my job.	Pearson Correlation	.559 ^{**}	.709 ^{**}	1	.887 ^{**}
	Sig. (2-tailed)	0.000	0.000		0.000
	N	247	247	247	247
Physical	Pearson Correlation	.798 ^{**}	.864 ^{**}	.887 ^{**}	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	247	247	247	247

** . Correlation is significant at the 0.01 level (2-tailed).

Employee engagement: Emotional

Correlations					
		Q33. I am enthusiastic about my job.	Q34. I feel energetic about my job.	Q35. I am interested in my job.	Emotional
Q33. I am enthusiastic about my job.	Pearson Correlation	1	.776**	.672**	.904**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	247	247	247	247
Q34. I feel energetic about my job.	Pearson Correlation	.776**	1	.684**	.924**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	247	247	247	247
Q35. I am interested in my job.	Pearson Correlation	.672**	.684**	1	.866**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	247	247	247	247
Emotional	Pearson Correlation	.904**	.924**	.866**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	247	247	247	247

** Correlation is significant at the 0.01 level (2-tailed).

Employee engagement: Cognitive

Correlations					
		Q36. At work, my mind is focused on my job.	Q37. At work, I pay a lot of attention to my job.	Q38. At work, I focus a great deal of attention on my job.	Cognitive
Q36. At work, my mind is focused on my job.	Pearson Correlation	1	.757**	.575**	.896**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	247	247	247	247
Q37. At work, I pay a lot of attention to my job.	Pearson Correlation	.757**	1	.704**	.923**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	247	247	247	247
Q38. At work, I focus a great deal of attention on my job.	Pearson Correlation	.575**	.704**	1	.837**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	247	247	247	247
Cognitive	Pearson Correlation	.896**	.923**	.837**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	247	247	247	247

** Correlation is significant at the 0.01 level (2-tailed).

Employee engagement: Intention to turnover

Correlations				
		Q39. If I have my own way, I will be working for my dream company one year from now.	Q40. I am planning to search for a new job within the next 12 months.	Intention to turnover
Q39. If I have my own way, I will be working for my dream company one year from now.	Pearson Correlation	1	.572**	.885**
	Sig. (2-tailed)		0.000	0.000
	N	247	247	247
Q40. I am planning to search for a new job within the next 12 months.	Pearson Correlation	.572**	1	.888**
	Sig. (2-tailed)	0.000		0.000
	N	247	247	247
Intention to turnover	Pearson Correlation	.885**	.888**	1
	Sig. (2-tailed)	0.000	0.000	
	N	247	247	247

** Correlation is significant at the 0.01 level (2-tailed).

Employee engagement: Discretionary effort

Correlations					
		Q41. When I work, I really exert myself to the fullest, beyond what is expected.	Q42. I finish a job even if it means sacrificing breaks or lunches.	Q43. I do more than is expected of me.	Discretionary effort
Q41. When I work, I really exert myself to the fullest, beyond what is expected.	Pearson Correlation	1	.504**	.473**	.783**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	247	247	247	247
Q42. I finish a job even if it means sacrificing breaks or lunches.	Pearson Correlation	.504**	1	.518**	.834**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	247	247	247	247
Q43. I do more than is expected of me.	Pearson Correlation	.473**	.518**	1	.828**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	247	247	247	247
Discretionary effort	Pearson Correlation	.783**	.834**	.828**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	247	247	247	247

** . Correlation is significant at the 0.01 level (2-tailed).

Factor analysis

Ubuntu: Survival

Correlation Matrix				
		Q1. My manager encourages teamwork	Q2. I am proud to work for my manager	Q3. My manager has the well-being of his/her staff as a major objective
Correlation	Q1. My manager encourages teamwork	1.000	0.744	0.617
	Q2. I am proud to work for my manager	0.744	1.000	0.683
	Q3. My manager has the well-being of his/her staff as a major objective	0.617	0.683	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.720
Bartlett's Test of Sphericity	Approx. Chi-Square	363.070
	df	3
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.365	78.817	78.817	2.365	78.817	78.817
2	0.391	13.031	91.848			
3	0.245	8.152	100.000			

Extraction Method: Principal Component Analysis.

Ubuntu: Solidarity

Correlation Matrix				
		Q4. My manager is someone I inform about my personal life	Q5. My manager makes me feel like I am really part of the team	Q6. I make sacrifices for the good of the team
Correlation	Q4. My manager is someone I inform about my personal life	1.000	0.602	0.330
	Q5. My manager makes me feel like I am really part of the team	0.602	1.000	0.365
	Q6. I make sacrifices for the good of the team	0.330	0.365	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.620
Bartlett's Test of Sphericity	Approx. Chi-Square	150.304
	df	3
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.242	74.742	74.742	2.242	74.742	74.742
2	0.415	13.826	88.568			
3	0.343	11.432	100.000			

Extraction Method: Principal Component Analysis.

Ubuntu: Compassion

Correlation Matrix				
		Q7. My manager is friendly and helpful	Q8. I have confidence and trust in my manager	Q9. My manager offers a stable job environment
Correlation	Q7. My manager is friendly and helpful	1.000	0.710	0.658
	Q8. I have confidence and trust in my manager	0.710	1.000	0.784
	Q9. My manager offers a stable job environment	0.658	0.784	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.727
Bartlett's Test of Sphericity	Approx. Chi-Square	417.984
	df	3
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.436	81.215	81.215	2.436	81.215	81.215
2	0.355	11.817	93.033			
3	0.209	6.967	100.000			

Extraction Method: Principal Component Analysis.

Ubuntu: Respect and dignity

Correlation Matrix				
		Q10. My manager treats all my co-workers equally	Q11. My manager provides subordinates open access to information	Q12. My manager encourages diversity of opinions
Correlation	Q10. My manager treats all my co-workers equally	1.000	0.627	0.649
	Q11. My manager provides subordinates open access to information	0.627	1.000	0.587
	Q12. My manager encourages diversity of opinions	0.649	0.587	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.720
Bartlett's Test of Sphericity	Approx. Chi-Square	278.997
	df	3
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.242	74.742	74.742	2.242	74.742	74.742
2	0.415	13.826	88.568			
3	0.343	11.432	100.000			

Extraction Method: Principal Component Analysis.

Employee engagement: Organisational fit

Correlation Matrix				
		Q13. I feel my values "match" or fit this organisation and the current employees in this organisation.	Q14. I think the values and personality of this organisation reflect my own values and personality.	Q15. The values of the organisation are similar to my own values.
Correlation	Q13. I feel my values "match" or fit this organisation and the current employees in this organisation.	1.000	0.776	0.598
	Q14. I think the values and personality of this organisation reflect my own values and personality.	0.776	1.000	0.813
	Q15. The values of the organisation are similar to my own values.	0.598	0.813	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.651
Bartlett's Test of Sphericity	Approx. Chi-Square	490.681
	df	3
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.461	82.044	82.044	2.461	82.044	82.044
2	0.404	13.460	95.505			
3	0.135	4.495	100.000			

Extraction Method: Principal Component Analysis.

Employee engagement: Affective commitment

Correlation Matrix				
		Q16. I feel a strong sense of belonging to my organisation.	Q17. I feel personally attached to my work organisation.	Q18. I am proud to tell others I work at my organisation.
Correlation	Q16. I feel a strong sense of belonging to my organisation.	1.000	0.656	0.568
	Q17. I feel personally attached to my work organisation.	0.656	1.000	0.563
	Q18. I am proud to tell others I work at my organisation.	0.568	0.563	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.709
Bartlett's Test of Sphericity	Approx. Chi-Square	256.499
	df	3
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.192	73.078	73.078	2.192	73.078	73.078
2	0.463	15.446	88.524			
3	0.344	11.475	100.000			

Extraction Method: Principal Component Analysis.

Employee engagement: Supportive management

Correlation Matrix				
		Q19. My boss is flexible about how I accomplish my job objectives.	Q20. My manager is supportive of my ideas and ways of getting things done.	Q21. My boss gives me the authority to do my job as I see fit.
Correlation	Q19. My boss is flexible about how I accomplish my job objectives.	1.000	0.664	0.628
	Q20. My manager is supportive of my ideas and ways of getting things done.	0.664	1.000	0.681
	Q21. My boss gives me the authority to do my job as I see fit.	0.628	0.681	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.730
Bartlett's Test of Sphericity	Approx. Chi-Square	320.892
	df	3
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.316	77.194	77.194	2.316	77.194	77.194
2	0.374	12.458	89.652			
3	0.310	10.348	100.000			

Extraction Method: Principal Component Analysis.

Employee engagement: Contribution

Correlation Matrix				
		Q22. I feel very useful in my job.	Q23. Doing my job well makes a difference.	Q24. I feel like a key member of the organisation.
Correlation	Q22. I feel very useful in my job.	1.000	0.562	0.543
	Q23. Doing my job well makes a difference.	0.562	1.000	0.511
	Q24. I feel like a key member of the organisation.	0.543	0.511	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.701
Bartlett's Test of Sphericity	Approx. Chi-Square	200.414
	df	3
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.078	69.252	69.252	2.078	69.252	69.252
2	0.497	16.373	85.625			
3	0.431	14.375	100.000			

Extraction Method: Principal Component Analysis.

Employee engagement: Recognition

Correlation Matrix				
		I rarely feel my work is taken for granted.	My superiors generally appreciate the way I do my job.	The organisation recognises the significance of my contributions I make.
Correlation	Q25. I rarely feel my work is taken for granted.	1.000	0.493	0.419
	Q26. My superiors generally appreciate the way I do my job.	0.493	1.000	0.497
	Q27. The organisation recognises the significance of my contributions I make.	0.419	0.497	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.676
Bartlett's Test of Sphericity	Approx. Chi-Square	150.581
	df	3
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.940	64.674	64.674	1.940	64.674	64.674
2	0.581	19.370	84.043			
3	0.479	15.957	100.000			

Extraction Method: Principal Component Analysis.

Employee engagement: Challenge

Correlation Matrix			
		My job is very challenging.	It takes all of my resources to achieve my work objectives.
Correlation	Q28. My job is very challenging.	1.000	0.533
	Q29. It takes all of my resources to achieve my work objectives.	0.533	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.500
Bartlett's Test of Sphericity	Approx. Chi-Square	81.802
	df	1
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.533	76.662	76.662	1.533	76.662	76.662
2	0.467	23.338	100.000			

Extraction Method: Principal Component Analysis.

Employee engagement: Physical

Correlation Matrix				
		Q30. I work with intensity on my job.	Q31. I exert my full effort to do my job.	Q32. I devote a lot of energy to my job.
Correlation	Q30. I work with intensity on my job.	1.000	0.482	0.559
	Q31. I exert my full effort to do my job.	0.482	1.000	0.709
	Q32. I devote a lot of energy to my job.	0.559	0.709	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.672
Bartlett's Test of Sphericity	Approx. Chi-Square	267.511
	df	3
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.172	72.402	72.402	2.172	72.402	72.402
2	0.546	18.201	90.603			
3	0.282	9.397	100.000			

Extraction Method: Principal Component Analysis.

Employee engagement: Emotional

Correlation Matrix				
		Q33. I am enthusiastic about my job.	Q34. I feel energetic about my job.	Q35. I am interested in my job.
Correlation	Q33. I am enthusiastic about my job.	1.000	0.776	0.672
	Q34. I feel energetic about my job.	0.776	1.000	0.684
	Q35. I am interested in my job.	0.672	0.684	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.732
Bartlett's Test of Sphericity	Approx. Chi-Square	403.522
	df	3
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.423	80.757	80.757	2.423	80.757	80.757
2	0.354	11.795	92.552			
3	0.223	7.448	100.000			

Extraction Method: Principal Component Analysis.

Employee engagement: Cognitive

Correlation Matrix				
		Q36. At work, my mind is focused on my job.	Q37. At work, I pay a lot of attention to my job.	Q38. At work, I focus a great deal of attention on my job.
Correlation	Q36. At work, my mind is focused on my job.	1.000	0.757	0.575
	Q37. At work, I pay a lot of attention to my job.	0.757	1.000	0.704
	Q38. At work, I focus a great deal of attention on my job.	0.575	0.704	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.690
Bartlett's Test of Sphericity	Approx. Chi-Square	376.880
	df	3
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.360	78.667	78.667	2.360	78.667	78.667
2	0.429	14.310	92.977			
3	0.211	7.023	100.000			

Extraction Method: Principal Component Analysis.

Employee engagement: Intention to turnover

Correlation Matrix			
		Q39. If I have my own way, I will be working for my dream company one year from now.	Q40. I am planning to search for a new job within the next 12 months.
Correlation	Q39. If I have my own way, I will be working for my dream company one year from now.	1.000	0.572
	Q40. I am planning to search for a new job within the next 12 months.	0.572	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.500
Bartlett's Test of Sphericity	Approx. Chi-Square	96.776
	df	1
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.572	78.586	78.586	1.572	78.586	78.586
2	0.428	21.414	100.000			

Extraction Method: Principal Component Analysis.

Employee engagement: Discretionary effort

Correlation Matrix				
		Q41. When I work, I really exert myself to the fullest, beyond what is expected.	Q42. I finish a job even if it means sacrificing breaks or lunches.	Q43. I do more than is expected of me.
Correlation	Q41. When I work, I really exert myself to the fullest, beyond what is expected.	1.000	0.504	0.473
	Q42. I finish a job even if it means sacrificing breaks or lunches.	0.504	1.000	0.518
	Q43. I do more than is expected of me.	0.473	0.518	1.000

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.690
Bartlett's Test of Sphericity	Approx. Chi-Square	168.894
	df	3
	Sig.	0.000

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.997	66.570	66.570	1.997	66.570	66.570
2	0.528	17.614	84.184			
3	0.474	15.815	100.000			

Extraction Method: Principal Component Analysis.

Multicollinearity statistics

Dependent variable: Employee engagement

Model	Collinearity Statistics	
	Tolerance	VIF
1	1.000	1.000

a. Dependent Variable: EE

Dependent variable: Employee engagement (Controlling for the gender of the leader)

Model	Collinearity Statistics	
	Tolerance	VIF
Female	1.000	1.000
Male	0.984	1.016
	0.984	1.016

a. Dependent Variable: EE

Dependent variable: Employee engagement (Controlling for the race of the leader)

Model	Collinearity Statistics	
	Tolerance	VIF
African	1.000	1.000
Non-African	0.999	1.001
	0.999	1.001

a. Dependent Variable: EE

APPENDIX 6: CERTIFICATION OF ADDITIONAL SUPPORT

CERTIFICATION OF ADDITIONAL SUPPORT

(Additional support retained or not - to be completed by all students)

Please note that failure to comply and report on this honestly will result in disciplinary action

I hereby certify that (please indicate which statement applies):

- ***I DID NOT RECEIVE*** any additional/outside assistance (i.e. statistical, transcriptional, thematic, coding, and/or editorial services) on my research report:
- ***I RECEIVED*** additional/outside assistance (i.e. statistical, transcriptional, thematic, coding, and/or editorial services) on my research report
..... *Yes*

If any additional services were retained— ***please indicate below which:***

- Statistician***
- Coding (quantitative and qualitative)***
- Transcriber***
- Editor***

Please provide the name(s) and contact details of all retained:

NAME: *Jennifer Renton*


EMAIL ADDRESS: *jenniferrenton@live.com*

CONTACT NUMBER: *072 524 1777*

TYPE OF SERVICE: *Editorial Services*

APPENDIX 7: COPYRIGHT DECLARATION

COPYRIGHT DECLARATION

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Degree:	MBA	Year completed:	2018*
Title of research	"The relationship between an employee's perception of a leader's propensity to practice Ubuntu and employee engagement in South Africa"		
Supervisor:	Dr Gavin Price		
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