The impact of leadership style on employee engagement in the platinum mining sector in South Africa

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Abstract

South African mining is a labour intensive industry. Consequently, the productivity of mining companies still depends primarily on the productivity of labour. Management needs to understand the style of leadership they need to adopt in order to effectively improve employee engagement and performance. This study was conducted in the platinum mining sector in South Africa with specific focus on general miners.

The study sought to identify the leadership style that leaders could adopt in order to improve employee engagement, with a clear understanding of the importance that supervisor/employee relationships have on employees' performance. To accomplish this objective, three relevant leadership styles were analysed, namely transformational, transactional and laissez-faire. In addition, the study explored the role played by the quality of leader-member exchange (LMX) in improving engagement. Employee engagement was studied by taking into account both leadership styles and LMX.

The research method was based on three questionnaires, which explored the above mentioned leadership styles. The questionnaires were distributed to 200 miners from three different mining organisations. A descriptive study with a quantitative research was used to facilitate testing of the hypothesis and establish cause and effects on the research question following a realism philosophy. The response ratio was 50%.

The overwhelming majority of the responses confirmed dominance of the transformational leadership style, with considerably fewer instances of transactional leadership style in second place. Quality of leader member exchange was perceived high by most respondents. Employee engagement was found to be directly and significantly influenced by transformational leadership style in collaboration with the quality of leader member exchange. Laissez-fair leadership style was not only the least frequent leadership style, but also the one with the greatest negative effect on engagement. Employees were found to be totally disengaged when the laissez-faire type of leadership was prominent, irrespective of the level of leader member exchange.

Key words

Leadership, style, relationship, employee, engagement

<u>Declaration</u>

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.

Name: Mthembeni Gigaba

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Signature

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Date

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1. CHAPTER 1: INTRODUCTION TO THE RESEARCH PROBLEM

1.1. Research title

The impact of leadership style on employee engagement in the platinum mining sector in South Africa.

1.2. Introduction

According to Shuch (2012), the resilience of an engaged employee and the fragility of the leader–follower relationship remain open for further exploration and research with regard to organisational context. Future research may focus developing an improved understanding of the perception between excellence of relationship between employees and leaders and leadership behaviour (Notgrass, 2014). A new leadership concept, informed by psychological considerations, provides leaders with a recommended course of action in dealing with the group dynamics of the twenty-first century's most valuable asset (Bildstein, Tjitra, & Gueldenberg, 2013). Organisations should continuously develop their employees to maintain their competitive advantage in this rapidly changing world (Bildstein, Tjitra, & Gueldenberg, 2013). It remains important for leaders to be versatile and adaptive to ensure their leadership styles remain relevant to address the problems facing most organisations in modern times (Mclaggan, Bezuidenhout, & Botha, 2013). One of the key findings in research is that leadership effectiveness depends heavily on it meeting followers' expectations (Bildstein, Tjitra, & Gueldenberg, 2013). A leadership behaviour having positive impact in one organisation can yield opposite results when transferred to a country with a different cultural environment (Bildstein, Tjitra, & Gueldenberg, 2013). Hence, the important aspect of effective leadership is the ability to reflect on the relevance of his leadership behaviour (Bildstein, Tjitra, & Gueldenberg, 2013). The leadership role within organisations is largely determined by the culture of the organisation (Awan & Mahmood, 2010).

1.3. Problem Statement

Sustained economic growth is one of the main objectives of macroeconomic policies in many emerging countries. South Africa has shown determination to achieve and sustain this growth in many ways (Akinboade & Braimoh, 2010). However, statistics show that employee productivity in the country, for each unit of investment, has decreased from its peak in 1993 by 41.2%, reducing it to its worst position in 46 years (Naicker, 2014). This makes South Africa ineffective when compared to its developing market rivals as its worker output is lower than the rest of the developing world

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(Naicker, 2014). Efforts to improve organisational performance and productivity begin with positive organisational concepts like optimism, trust, and employee engagement (Kataria, Garg, & Rastogi, 2013). Miscommunication and misinformation drive a wedge between employers and their employees, and affect the productivity and profitability of companies (Bizcommunity.com, 2014). The failure if employees and employers to reach amicable settlements were identified as due to a lack of employee engagement. A survey conducted in South Africa found that 85% of respondents felt the companies for whom they work were not doing enough in this regard (Bizcommunity.com, 2014). It is the intention of the proposed study to explore and understand the role of leadership style in employee engagement, as this may contribute to solving the existing problem of poor labour productivity in South Africa.

Productivity of most South African mining companies has been declining since the 2008 recession (PricewaterhouseCoopers, 2013). More than 75% of the workforce in the mining and government sectors is unionised, resulting in high and endemic labour unrest in these sectors (Adcorp, 2013). Lack of successful engagement and problem solving tween labour and leadership in the platinum mines are increasing. This is evident from the five-month strike of 2014, the longest strike in South Africa to date (Online, 2014). There are various other factors contributing to the challenges faced by the platinum mining sector such as the migrant labour system, poor infrastructure, and pay (Hartford, 2012). Improved relationships and communication between employees and stakeholders, as well as front-line managers, were recommended in order to create stability in the long term (Hartford, 2012). No evidence of any similar study conducted at the South African platinum mines was found and it is believed that such a study is expected to contribute to literature.

1.4. Research Objectives

This research seeks to identify the extent to which leadership style impacts on employee engagement. Understanding the link between employee engagement and leadership style will assist organisations to decide on leadership styles that will optimise employees' performance, and subsequently develop initiatives to close gaps in leadership competence. Employee performance is of upmost importance for businesses to prosper. Employee performance can be managed through performance management systems that will transform the approaches, principles, and tactics of supervisors and personnel to be aligned to new approaches, methods, and policies aimed at enhancing efficiency and performance (Ochurub, Bussin, & Goosen, 2012). Employee engagement is about employees being fully involved with their work, and willing to invest effort in the success of the organisation (Jeve, Oppenheimer, & Konje, 2015). Engaged employees will perform better with less input from leadership and

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performance management systems (Jeve, Oppenheimer, & Konje, 2015).

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2. **CHAPTRE 2: LITERATURE REVIEW**

2.1. **Leadership**

Leadership is defined as a relationship between people, exercising encouragement toward the attainment of a chosen goal (Croker, 2004). According to Yokl (2010), leadership involves a process through which purposeful effect is exerted over followers, to direct the organisation and empower the actions of either a collective or society (Awan & Mahmood, 2010). Leadership is further defined as the method of consolidating by people seeking benefits and with ideals, several financial, partisan, and other means, in context of opposition and rivalry, so that individual or mutual objectives held by leaders and supporters can be realised (Bellou, 2011). Previous studies suggest that crucial fundamentals of effective leadership style and competency have been to craft a vision and persevere with it, build effective successful teams, ensure constant team motivation, maintain good support with people around to ensure they are adequately furnished with relevant information, and to keep employees engaged to reduce attrition (Kavitha Sethuraman, 2014). Intelligence and self-awareness of a leader gives him an advantage in influencing supporters (Kavitha Sethuraman, 2014).

The study evaluates leadership in the context of supervision, with an emphasis on the understanding of the dynamics that apply in the supervision roles of leaders. This further involves the understanding of the emergence of leaders in the context of supervision, along with the impact of gender, culture, personality and the age of leaders assuming leadership roles. There are also informal leaders within employee groups. It would be beneficial to understand the scope, power and influence of informal leaders to explore possibilities of either control or collaboration.

2.1.1. **How Leaders emerge**

When choosing a team leader/supervisor, the organisations tends to put more emphasis on an individual's performance than his leadership abilities. Such leaders sometimes lack characteristics associated with emerging leaders of self-esteem, self-monitoring, cognitive skills, emotional abilities and an individual's self-view as a leader (Cécile Emery, 2011). It would therefore be beneficial to understand the emergence of natural leaders and their comparison to those that become leaders by appointment. The researcher seeks to understand the benefits of collaboration between the two means of emergence and their impact to employee engagement.

The history of leadership emergence has been traced back to ancient times where charismatic leaders were believed to have a gift from God that allowed them to accomplish things beyond imagination (Middleton, 2005). Charismatic leadership was

later conceptualised by a German sociologist (Max Weber) as potency for revolution and improvement (Middleton, 2005).

Emergent leadership is a vibrant communal practice in which persons without official power assume leadership roles (Cécile Emery, 2011). Leadership emergence practice is founded in the collective's approval and acknowledgement of a person as a leader (Cécile Emery, 2011). This process depends on the person, the supporters, the circumstances, or a combination of these factors (Cécile Emery, 2011). Characteristics associated with emerging leaders are gender, self-esteem, self-monitoring, cognitive skills, emotional abilities and an individual's self-view as a leader (Cécile Emery, 2011). Self-concept embodies the totality of a person's beliefs and approaches with regard to him as a leader. This can contain current, future or possible identities, which characterize the person's thoughts of what they might be, what they would like to be, or are afraid of being (Cécile Emery, 2011). Social identity theory states that a collective defines a person's character by means of feedback obtained from social relations within a group (Cécile Emery, 2011). Although the behaviour of people is in accordance to their self-view, by observing their own behaviour together with the acceptance or rejection thereof by their peers, it allows them to either maintain or modify their self-view (Cécile Emery, 2011). Individuals who recognize themselves as leaders are likely to be frequently selected for leadership roles. As these people become more prevalent with selections, their self-view strengthens (Cécile Emery, 2011). The cycle repeats and reinforces both self-view and peer perceptions of the individual as a leader (Cécile Emery, 2011).

Trait theories of leadership dispute that leadership depends on leaders' individual abilities (Gil Luria, 2012). Despite variations in results, meta-analyses recommend that extraversion, particularly the aspects of self-confidence, authority, and friendliness, were some of the predictors of leadership emergence (Gil Luria, 2012).

Dominance is considered by a large number of studies as a primary predictor of leadership. Dominance is defined as a tendency to behave assertively, forcefully and with self-assurance while maintaining eye contact (Gil Luria, 2012). Effective identity, social normative and non-calculative motivations are the three dimensions of leadership emergence through which leaders are encouraged to pursue their leadership roles (Gil Luria, 2012). Persons with high effective identity motives enjoy leading and consider themselves as having high leadership abilities (Gil Luria, 2012).

2.1.2. Leadership and Gender

The impact of introduction of female employees to leadership roles, in South Africa in particular, cannot be ignored. Cultural stereotypes associated with female leadership in South Africa do seem to have an impact on other employees' perception. Conducting a survey where such cultural differences exist warrants a better understanding of the dynamics associated with gender in the workplace and the impact this might have on the survey results.

A great deal of the research done by psychologists in the field of gender characteristics in organisations has been devoted to sex stereotypes and sex-role attitudes (Richard D Ashmore, 1979). A sex stereotype is defined as a set of opinions about what women and men are like, particularly the psychological traits or characters of women and men (Richard D Ashmore, 1979). The difference between men and women in the field of leadership is represented by two opposite schools of thought. One supports the existence of differences in behaviour between genders, while the other opposes that view and places more emphasis on the similarity of leadership styles, maintaining that gender does not affect leadership (Andreea-Simona Saseanu, 2014). Most studies support the former - that there are indeed differences in leadership styles between genders. This is due to some traits being gender-specific, e.g. maternal instinct, unselfishness, very complex communication abilities, attention to detail, beauty, etc. for females, as opposed to some others that are specific to males, such as authority, influence and analytical intelligence (Andreea-Simona Saseanu, 2014). These characteristics have a direct impact on the leadership style of an individual based on gender (Andreea-Simona Saseanu, 2014). The distinct differences between men and women leaders relate to figures of speech and effective communication. Results of the MLQ leadership questionnaire suggest that female leaders tend to indicate stronger transformational leadership qualities, while their male counterparts exhibit stronger transactional style (Bruce J Avolio, 1995). Men would generally adopt an authoritative leadership style focussed on task completion while women are generally more flexible and lenient, focussing on employee development and training (Andreea-Simona Saseanu, 2014). According to literature, transformational leadership directly corresponds with women's characteristics because they differentiate themselves through vision, personality and encouragement, which are characteristics more associated with transformational leadership (Andreea-Simona Saseanu, 2014).

Studies on personal practice in organisations have found female leaders to be less hierarchical, more supportive and accommodating, and more orientated to improving self-respect when compared to their male counterparts (Alice H. Eagly, 2003). These qualities arguably make female managers greater leaders for modern businesses, as

they tend to significantly outperform their male counterparts (Alice H. Eagly, 2003). Some studies advocate that leaders of each gender adopt the best of the other gender to become more effective neutral leaders (Alice H Eagly, 1990). Behaviour of men and women occupying managerial roles in organisations are less stereotypic because these roles are paid jobs and provide clear guidelines about conduct and behaviour (Alice H Eagly, 1990). The selection processes of organisations ensure that the leadership style of recruits fits the role and is similar, irrespective of gender, and that managers focus more on managing effectively than on representing their stereotypical gender behaviours (Alice H Eagly, 1990). Although a few scholars have confirmed that there is some proof of gender differences in leadership styles between male and female leaders; most are in agreement that women and men who occupy managerial roles in organisations do not differ (Alice H Eagly, 1990).

2.1.3. Formal and informal leadership

Apart from formally appointed supervisors, a team may have one or more informal leaders. Since they are trusted by other employees, they have power to either enhance or destruct the goals that supervisors are trying to archive. It is important to understand how these leaders come to being, their power and how they can be handled to minimise the potential negative impact of their influence.

Informal leaders exercise levels of control that are miscalculated and generally overlooked by formal leaders. They share many of the characteristics of formal leaders, such as intelligence, self-assurance, obligation, skilled proficiency, and determination (Robert C Miner, 2013). They however differ to the formal leaders with regards to the levels of humbleness, objectivity, and unselfish conduct (Robert C Miner, 2013). They appreciate and can relate to the desires of the supporters to an extent that formal leaders cannot contend with, or may not understand (Robert C Miner, 2013). Informal leaders typically have little to no authority and constrained responsibility (Robert C Miner, 2013). Informal leaders can simply be defined as transformational leaders, but at an advanced level, highlighting the necessity for formal leaders to identify, recognize, and work with informal leaders (Robert C Miner, 2013).

Informal leadership in organisations refers to leadership carried out by people who do not hold official power or authority within an institution, but can nevertheless influence and guide others based on the reverence and integrity they have (Stincelli & Baghurst, 2014). Although most people have some leadership aptitude, people's inclination to lead varies (Stincelli & Baghurst, 2014). Research has, however, focused on formal leaders, and has ignored the role of informal leaders, although both exist and are vital to the success of any business (Stincelli & Baghurst, 2014).

2.1.4. Leadership and Power bases

Leaders have power that can be coercive, rewarding, legitimate, expert, referent, informational, or a combination of these (Antonio, Raven, Amato, & Belanger, 2013). Research suggests that the definition of social power is the capacity of a leader to convey change in approaches, conduct, or principles by using means at his disposal (Antonio, Raven, Amato, & Belanger, 2013). This is a central concept in social and organisational psychology (Antonio, Raven, Amato, & Belanger, 2013). Within the organisational context, leaders attempt to enhance employees' affective organisational commitment, in order to achieve the goals of the organization (Antonio, Raven, Amato, & Belanger, 2013). For leaders occupying significant organisational positions in modern times, there are various concepts to consider as part of their leadership focus. An example of these is the so-called big five ideas (Awan & Mahmood, 2010). The big five ideas are: firstly good leaders need to be ethical and competent; secondly today's circumstances are constantly changing, and require adaptable leadership; thirdly collaboration amongst leaders in conflict resolution and decision-making needs to take place in consultation with as many stakeholders as possible; fourthly success will only be realised by leaders who can lead their organisations through constant change — adaptability and endurance make this possible; and lastly leaders are self-made and created by life experiences and learned principles, while theories play a minor role in leader creation (Holt & Marques, 2012).

2.1.5. Leadership and Culture

The genuine level of culture is values, which are extensive feelings possessed by most members of a culture are often insensible and not easy to discuss (Ruth Alas, 2008). Culture is collective motives, values, beliefs, identities and interpretations or implications for important occasions that result from the collective experience of the members of a collective that are transferred through generations (Ruth Alas, 2008). Transformational leaders exhibit higher levels of cultural intelligence, implying that leaders with transformational leadership style qualities are able to function more effectively in multicultural environments (Emerson K Keung, 2013).

2.1.6. Leadership Style and Organisational Culture

Organizational culture can impact the way people establish individual and professional objectives, execute work and manage assets to accomplish them (Nwibere, 2013). It also influences the manner in which employees and managers cognitively and

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subconsciously think, decide and influence their perceptions, feelings and actions (Nwibere, 2013). Corporate culture can either be classified as competitive, entrepreneurial, bureaucratic or consensual culture (Nwibere, 2013). Leadership styles are classified into transformational, transactional and laissez-fair leadership (Bruce J Avolio, 1995). It is of utmost importance to ensure that a link between the types of corporate culture as practiced in the organisation as it is directly correlated with managerial leadership style of managers in the organisation (Xirasagar, 2008). Managers working in organisations with a competitive organisational culture are more inclined to adopt a transformational style of leadership as opposed to laissez-faire style (Xirasagar, 2008). This is because competitive culture organisations highlight principles of challenging goals, competitive benefit, advertising dominance, and high earning (Xirasagar, 2008). Managers working for organisations with the organizational culture of a bureaucratic nature are more likely to practice transactional leadership style. This is because values depicted by bureaucratic cultures are formalization, instructions, standard operating procedures and hierarchical co-ordination. Managers working for companies adopting consensual corporate culture are more likely to practice all leadership styles as mentioned above. This is because consensual culture depicts elements of institution, allegiance, individual obligation, wide-ranging socialization, collaboration, self-management, and communal inspiration (Xirasagar, 2008).

2.1.7. Leadership and Personality

Personality is an array of invisible characteristics and practices that inspires a fairly consistent array of behaviour in response to thoughts, substances or individuals in the environment (Agah Sinan Ünsar, 2013). It is also a person's distinctive difference from the common evolutionary design of human nature, articulated as an evolving framework of personalities, variations in character, and integrative life stories, complexly and differently situated in culture (Agah Sinan Ünsar, 2013).

Different personality traits have been classified into four types: physical, psychological, intellectual and qualities of character. Trait practise is established from the credence that flourishing and skilled leaders should have different temperaments than other individuals (Agah Sinan Ünsar, 2013). Aided by their personalities, flourishing leaders differ significantly from their supporters (Agah Sinan Ünsar, 2013). This methodology is commonly labelled as the "Great Person" philosophy of leadership since it was anticipated that from the reliable view of personality and physical traits, leaders were relatively different from people with ordinary talents (Agah Sinan Ünsar, 2013).

Traits generally associated with effective leadership consist of the behavioural traits of extraversion, conscientiousness and openness to experience (Agah Sinan Ünsar,

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2013). According to Ralph M. Stogdil, there are 16 personality traits (such as adaptability, aggressiveness, enthusiasm and self-confidence), which are related to leadership ability. Hereditary and later developed personality traits of leaders do play a role in their accomplishment and efficacy (Agah Sinan Ünsar, 2013). Leadership research from the perspective of traits revealed that extraversion was the most regular trait of leadership emergence and accomplishment (Agah Sinan Ünsar, 2013). Research conducted by (Robert R. Hirschfeld, 2008) found that a leader personality outlined a higher-order pattern for illustrative co-variation among extraversion, conscientiousness, and emotional stability (Agah Sinan Ünsar, 2013).

According to Ünsar (2013), there are three groups of personality traits. The first group is cardinal traits, the need to be powerful and compete against others, the motive being the passion to win. Secondary traits refer to preferences, tastes of individuals and they vary from person to person (Agah Sinan Ünsar, 2013). Finally, common traits are generalized characteristics and help people to categorize other people as polite, nice, nervous, etc. (Agah Sinan Ünsar, 2013).

2.1.8. Effect of age on Leadership

Age does not seem to have an impact on the leader's undertakings, yet older leaders have less need for interactions. In transformational leadership, accomplished, well-informed and mature people are more likely to provide broader guidance and fewer instructions (Fernando Juárez, 2012). They have an enhanced aptitude to listen to views and recommendations of subordinates. Gender does not however resolve variances among leadership styles although it does settle differences among various leaders' tactics of influence (Fernando Juárez, 2012).

2.2. Leadership styles

Leadership style is considered to be a factor that affects employees in a significant way. It can translate into the achievement of the organisation's values, vision, mission, and achievement of organisational outcomes (Nwibere, 2013). According to contingency theory, a leader's achievements are dependent on two factors: the leader's distinctive approach of interaction with followers (leadership behaviour) and the extent of power the leader has at his disposal to exercise over the situation (i.e. the group, the task, and the outcome) (Quader, 2011). The degree of control achieved by a leader depends on the relationship between the leader and his followers, the way the task is structured, and the power vested in the position the leader occupies (Quader, 2011). The leadership style needs to be aligned with the situation, in order for the leader to be effective (Quader, 2011). As revealed by Fiedler and Chemers (1984), situations of high control are better managed by task-motivated leaders (transactional leaders), while relationship-motivated and low-control (transformational leaders) are inclined to excel in circumstances of reasonable control (Quader, 2011). The Multifactor Leadership Questionnaire (MLQ) was devised to determine transformational, transactional, and laissez-faire leadership styles (Zineldin & Hytter, 2012). Transactional and transformational leadership were originally seen as opposites. However, later research suggests that instead of these being viewed as independent dimensions, optimal leadership behaviour is a mix of different styles (Zineldin & Hytter, 2012). The organisational climate — a company's beliefs, values, and assumptions — that paves the way for interaction between leaders and employees and such interaction, is of critical importance to the overall style of leadership that leaders adopt (Omolayo, 2007).

There is an argument that leadership challenges of the modern world can be more effectively resolved through versatile and adaptive leadership, which involves adapting conduct in suitable ways in order to accommodate the changing circumstances (Yukl & Mahsud, 2010). Examples of various terms used to describe this leadership style include flexible, adaptable, agile, and versatile. Adaptive leaders are able to accurately analyse the circumstances around them and regulate their response accordingly (Yukl & Mahsud, 2010). The rapid pace of change makes it more important for managers and administrators to consider adopting a flexible and adaptive leadership style (Yukl & Mahsud, 2010). The types of changes that demand versatility from leaders include: rapid globalisation and universal business, fast technological advances, shifting cultural principles, a more varied workforce, subcontracting, social networking, simulated communication, publicity of leader activities on the internet, and anxiety for products other than profits (e.g., ethical actions, social responsibility, environmental impact, and sustainability) (Yukl & Mahsud, 2010). Herd (2012), argued that leadership is a

process, not an object or a set of characteristics, and is something of which most people are capable. This therefore suggests that there is no ideal, fixed leadership style and that effective leadership evolves over time and through circumstances (Yukl & Mahsud, 2010). For a leader to be successful, it is imperative that his leadership style is altered to adapt to the situation at hand. He should direct his attention to supporting his supporters and improve their trust and reverence (Kavitha Sethuraman, 2014). The integration of transformational and transactional leadership can result in superior performance, while at the same time acknowledging the business structure (Fernando Juárez, 2012).

2.2.1. Transformational Leadership

Nemanich and Keller (2007) defined transformational leadership as an association of a leader and his supporters, created by a set of leadership activities observed by followers as demonstrating idealised inspiration, motivational creativeness, knowledgeable inspiration, and distinct reflexion. This leadership style is perceived to improve follower contentment with the leader and followers' insights of leader success (Nemanich & Keller, 2007).

Transformational leaders are practical. They keep followers informed for shared benefits and assist them in reaching their ultimate aspirations (Nemanich & Keller, 2007). The theory of transformational leadership comprises idealised influence (behaviour, principles, opinions, and convictions), inspiring enthusiasm, intellectual stimulation, and individualised consideration (Antonakis, Avoliob, & Sivasubramaniam, 2003). Inspirational motivation provides for encouragement of followers to their own requirements for self-actualisation and progress through Maslow's hierarchy of needs (Xirasagar, 2008). This trait has the ability to empower followers to resolve contradictory forces and make practical progressive decisions, and minimise dysfunctional or selfishly inspired resolutions (Xirasagar, 2008). Idealised influence is concerned with the leader's all-encompassing vision and mission, prioritising supporters' requirements over that of his own, encouraging pride, gaining confidence and reverence, growing positivity and establishing apprehension for ethical and moral values in taking resolutions (Xirasagar, 2008). Intellectual stimulation takes place when a leader actively supports followers with interesting thoughts that motivate the review of methods and means of doing things from old to new (Xirasagar, 2008). Such leaders create a cognitive-emotional environment for followers to discover and try out new methods for confronting progressively interesting goals (Xirasagar, 2008). Individualised consideration involves mentoring, coaching and continuous feedback where a supervisor devotes some of his personal time to the employee's development

and growth (Xirasagar, 2008). This also includes connecting the person's present requirements to the organization's mission (Bruce J Avolio, 1995).

Transformational leaders are able to motivate followers to review their anticipations, insights and incentives and work towards a shared vision, through the power of their charisma and temperament (Mclaggan, Bezuidenhout, & Botha, 2013). Transformational leaders deliver positive results, which are related to the successes that most companies, people and leaders deem important (Mclaggan, Bezuidenhout, & Botha, 2013). For business to succeed in building an organisation of choice and, consequently, retain talented employees, it should adopt transformational leadership, empowering behaviours of assignment of power, responsibility, autonomous decision–making, and sharing of information (Mendes & Stander, 2011). The findings of a study conducted in the South African context suggested that leaders engaging in charismatic leadership styles enhance the imaginative ability of their followers. This was found to help address the challenging and dynamic work environment and society as a whole (Mokgolo, Mokgolo, & Modiba, 2012). Managers with a transformational leadership style have a big vision and imagination for the company and they always persuade subordinates to adopt the same frame of thought (Mclaggan, Bezuidenhout, & Botha, 2013).

Transformational leadership power has been criticised as having the capacity for inappropriate use (Quader, 2011). If transformational leadership is about challenging the current state of peoples' principles and moving them to renewed vision, the leader is in full control of the new direction, without the followers knowing whether it is good (Quader, 2011). The leader decides on the new vision based on his beliefs, whether these are good or not (Quader, 2011). Transformational leaders, by virtue of their charisma, can be too powerful to be influenced in a direction different to that of their own choosing (Quader, 2011). Transformational leaders encourage followers to both develop and perform beyond standard expectations. They achieve this by showing followers the sacrifices they are willing to make, and followers are subsequently encouraged to follow suite. (Bruce J Avolio, 1995).

2.2.1.1. Transformational Leadership personality, values and traits

Transformational leaders are guided by positive values to take responsibility and provide leadership into the future. These leaders are characterised by effective decision making skills, empathy, kindness, benevolence, emotional and social intelligence. They value systems, restraint, authority, wealth and personal credit in favour of espousing the collective cause. Impediments are confronted with equanimity

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while using their innovative intelligence to translate challenges to prospects, while simultaneously inspiring followers to do the same. They define accomplishments as a collective rather than individual success. (Harish, 2015).

Transformational leaders have a strong ability to cope with adversity and stimulating adaptation to globalisation and similar challenges of the modern world. They employ participatory decision making, openness to change and concentrate on collective interests rather than personal gain. (Fernando Juárez, 2012). These leaders are characterised by novelty, arbitration strategies, accountability and persistence (Fernando Juárez, 2012).

2.2.1.2. Transformational Leadership and Organisational Change Management

Large numbers of organizational changes are unsuccessful, largely due to the lack of inclusion of people in the change process. The other reason for the poor success rate is the inability of change agents with appropriate leadership styles to implement the change. (Suada Penava, 2014). A supportive leadership approach has a better success rate in change implementation than a leader-centric approach does, because it leads change through personal involvement (Suada Penava, 2014). The ability of transformational leaders to apply supportive leadership enables them to yield better results in the implementation of organisational change (Suada Penava, 2014).

Employees evaluate change based to the impact it will have on them. This perception needs to be managed by the change agent in order to minimise the likelihood of failure of the change process (Suada Penava, 2014). The most common psychological factors that affect employees' attitude towards change are obligation, insecurity and scepticism (Suada Penava, 2014)

2.2.2. Transactional Leadership

Transactional leadership is defined as a process of exchange founded on the realisation of agreed requirements, usually through outlining intentions, observing and guiding intended results (Antonakis, Avoliob, & Sivasubramaniam, 2003). The theory of transactional leadership comprises of dependent reward leadership, active only when necessitated by situation (active vigilance), and passive management-by-exception (the leader only intervenes after non-compliance has occurred) (Antonakis, Avoliob, & Sivasubramaniam, 2003). As a result, transactional leadership tends to be short-lived, because the relationships are reviewed or terminated at the end of each agreement (Mclaggan, Bezuidenhout, & Botha, 2013). Transactional leadership occurs when an individual or group approaches the other party for the purpose of a mutual

exchange of treasured things (Mclaggan, Bezuidenhout, & Botha, 2013). The two groups or individuals involved in the exchange acknowledge the influence of the other and together they continue to pursue their private separate interests. They are not bound by any common or mutual purpose (Mclaggan, Bezuidenhout, & Botha, 2013). Transactional leadership takes a corrective form concentrating on setting principles, an inactive form characterised by waiting for errors prior to taking actions and an active form closely watching for the occurrence of mistakes (Bruce J Avolio, 1995). It is a predominantly a mistake-orientated leadership style in all its forms (Bruce J Avolio, 1995).

Transactional leaders tend to focus on motivating followers towards established goals through clarification of roles and task requirements (Mclaggan, Bezuidenhout, & Botha, 2013). Northouse (2010) further stated that transactional leaders place more importance on work ethics, projects, and task-oriented objectives than transformational leaders do (Mclaggan, Bezuidenhout, & Botha, 2013). Transactional managers make greater use of incentives to motivate their employees (Mclaggan, Bezuidenhout, & Botha, 2013). Followers of a transformational leader do so because of their convictions of the leader's vision and autonomous beliefs rather than being concerned with the extent of the leaders influence and power (Pierro, Raven, Amato, & langer, 2013).

2.2.3. Laissez-faire Leadership

Laissez-faire leadership is essence an absence of leadership and comprises of non-interference strategy where employees are permitted absolute free will (Omolayo, 2007). These leaders do not intrude in the affairs of followers, exercising little or no control over the group. Their participation in group activities is low (Awan & Mahmood, 2010). Teams under leadership of leaders with a laissez-faire leadership style struggle with a lack of direction and enthusiasm (Awan & Mahmood, 2010). Laissez-faire leaders are inactive, and are profoundly disengaged in work progression; leadership duties such as determining a clear vision and mission are not discharged at all (Zineldin & Hytter, 2012). Leaders using a laissez-fair style usually adopt monitoring methods and wait until there are serious issues that come to light before they become involved (Notgrass, 2014).

2.3. Employees

Organisations have internal and external stakeholders. Employees are internal stakeholders, and also one of the most important stakeholders within the organisation (Dutta & Banerjee, 2011). Employee-related business practices are of paramount importance in an organisation, as a fulfilled and inspired workforce is a primary driver towards continuous business success (Dutta & Banerjee, 2011). Successful leaders design a healthy work environment that encourages employees to remain with the organisation (Mendes & Stander, 2011). The behaviour of leaders has a powerful impact on employees and the organisation's performance, including contributing factors such as work engagement and the intention of employees to leave (Mendes & Stander, 2011). Leadership behaviour can be divided into two categories:

(1) initiation structure - which includes task consideration and the provision of direction to followers in order to achieve goals, and

(2) consideration - including empathy towards employees and the development of mutual harmony, care, and trust (Awan & Mahmood, 2010).

2.3.1. Employee Personalities

The progression of peoples' ability to contribute to effective interactions with others can be explored through personality theory (Choi Sang Long, 2015). Personality is a person's distinctive collection of consistent behavioural traits. Type A and type B personality theory have been selected for discussion from the big five model (Choi Sang Long, 2015). The Big Five model is a categorized association of behavioural

traits in terms of five proportions that contain openness to experience, conscientiousness, extroversion, agreeableness and emotional stability (McCrae & Oliver, 1992). Openness to experience is about extraversion symbolised by distinct engagement with the external world. Agreeableness is symbolised by empathy and accommodating others rather than doubtfulness and hostility towards others. Openness to experience is symbolized by appreciation for art and feeling. Conscientiousness is symbolised by goal-directed conduct and self- discipline, and obedience. Emotional instability or neuroticism characterises degrees of negative emotions and anxiety (Choi Sang Long, 2015).

2.3.1.1. Type A personality

Employees with type A personalities are hard workers, are often engrossed with schedules and their rate of execution; they are inclined to be self-critical (Choi Sang Long, 2015). Type A personality employees have a tendency to respond to outside environmental influences. Their characteristics also include effectiveness and a strong drive towards high achievements (Choi Sang Long, 2015). Type A employees are sometimes a product of continuous job pressure with tight delivery schedules, harsh consequences for mistakes and high stress (Choi Sang Long, 2015).

2.3.1.2. Type B personality

Characteristics of employees with type B personalities are exactly the opposite of those of with type A personalities (Choi Sang Long, 2015). Creativity, imagination and philosophy are some of the prominent personalities for type B employees, all lacking in type-A employees (Choi Sang Long, 2015). Type B employees are less stressed, work more slowly, enjoy their accomplishments, and enjoy discovering new ideas and concepts (Choi Sang Long, 2015). Type B personality employees can easily deal with stress. Such employees do not suffer from anxiety and have a lower risk of heart diseases. Employees with type B traits are calmer with an easy going attitude, they love fun. However, they are relatively less competitive (Choi Sang Long, 2015).

2.3.2. Employee-Leader relationship

Employee-leader relationship is about the participation of both leaders and employees within mutual relationships of influence, which are fundamentally based on the ideal of an exchange practice between leaders and employees (Notgrass, 2014). The leader–employee relationship can be explained by social exchange theory (SET), developed by Hormans in 1958. According to this theory, social behaviours are a result of an

exchange process, aimed at maximising benefits and minimising costs (Soieb, Othman, & D'Silva, 2013). The theory explains that individuals measure potential risks and benefits of social relationships, with the intention of terminating or nullifying the relationship when risks supersede rewards (Soieb, Othman, & D'Silva, 2013). The behaviour of the employee is greatly influenced by the relationship that exists between the employee and the leader, as experienced by the employee (Mardanov, Heischmidt, & Henson, 2008). Leader-employee relationships are based on the three currencies of exchange: behaviours related to tasks, mutual loyalty, and mutual affection (Mardanov, Heischmidt, & Henson, 2008). Loyalty to a supervisor involves an employee's obligation to the superior and preparedness to attribute, to follow, to provide information to the superior, and to exert extra effort on his or her behalf (Jen, Chou, Lin, & Tsai, 2012). The foundation of employee engagement is trust, respect, and performance. However, engagement is dynamic, as it changes over the course of an employee's tenure (Jeve, Oppenheimer, & Konje, 2015). Shuck and Herd (2012) suggested that the behaviour of leaders and employees is based on context and they have more sophisticated behavioural arrays than might be explicitly born by the confines of our writings. This suggests that the evolution of these relationships will always leave gaps in achieving a definite, conclusive finding (Shuck & Herd, 2012). In management research, being loyal to supervisors is regarded as an important determinant of employee performance (Jen, Chou, Lin, & Tsai, 2012). Loyalty implies a strong commitment by subordinates. Loyalty, in conjunction with satisfaction with the supervisor and organisational citizenship behaviour, greatly enhances the employee's work performance. (Jen, Chou, Lin, & Tsai, 2012).

It is the responsibility of leaders to improve employee skills and stimulate creativity, because human and social capital results in competitive sustainability of many companies. (Fernando Juárez, 2012).

Transformational leaders provide information, guidance, sustenance and reassurance to workers, thereby improving their inspiration and enticement. They bring about exceptional accomplishments, becoming customary to principles and integrity. Their vision induces and enhances feelings and inspiration in their followers. (Fernando Juárez, 2012).

Transactional leaders adopt a process of exchange, where the leader specifies the performance criteria and rewards or punishes the followers in accordance with the achievement of those criteria (Fernando Juárez, 2012). Employees are closely supervised to avoid mistakes and deviation. Transactional leadership style is characterised by efficacy associated with business objectives and can lead to contentment and high performance of employees. (Fernando Juárez, 2012).

2.4. Employee Engagement

2.4.1. Engagement Theories

One of the components of engagement theories is self-determination theory, which describes the factors that are extrinsic and intrinsic in relation to employee performance (Meyer & Negagne, 2008). Consideration was given to Maslow's theory of needs which categorised individual's needs into physiological needs, safety needs, social needs, esteem needs and self-actualisation. According to Maslow (1943), the position of a person in the hierarchy changes all the time depending on the shift in the needs, which can be influenced by a single act. The theory by Maslow was found to be individualistic - only considering internal aspects of an individual, which is not compatible with the objectives of this study. A carrot and stick theory based on rewards and punishment was also considered. This theory indicated that rewards and punishments work collaboratively to supplement each other. Although only one of these can be used at any given time, both should simultaneously be available to maximise results (James Andreoni, 2002). Since the study focusses on employee perception and not on supervisor's means of motivating employees, it will not be based on the carrot and stick theory. The study was based on self-determination theory, because it considers both external and internal factors of employee engagement. Consequently, it would indeed provide a conclusive view of the impact of supervisors' behaviour towards employee perceptions.

Employee engagement is explained by self-determination theory (SDT) (Meyer & Negagne, 2008). This theory states that there are extrinsic motivational factors related to employee performance, referring to an employee carrying out an activity because of his willingness to contribute (Meyer & Negagne, 2008). Extrinsic motivational factors are predominant in a work context, and can reflect a desire to gain rewards or avoid punishment (Meyer & Negagne, 2008) Employee engagement is defined as the employee's emotional commitment to the organisation and its goals (Jeve, Oppenheimer, & Konje, 2015). Vazirani (2007) described it as the extent of association and obligation of a subordinate towards the organisation and its values. Jeve, Oppenheimer, and Konje (2015) explained the difference between work engagement and employee engagement, which are not synonymous. Work engagement is the employee's commitment to work at an individual level, while employee engagement is commitment at the organisational level (Jeve, Oppenheimer, & Konje, 2015). From past research, the notion of employee engagement has progressed to mean high participation, enablement, job inspiration, assurance to the organisation, and reliance (Soieb, Othman, & D'Silva, 2013).

The three employee engagement constructs are: reasoning of emotional engagement that includes predictors of significance, protection and accessibility; emotional engagement, involving acceptance, inclination, and assets, and behavioural engagement involving voluntary effort (Soieb, Othman, & D'Silva, 2013). As part of psychological conditions, meaningfulness has been proven to have the maximum significant association with employee engagement (Soieb, Othman, & D'Silva, 2013). Effectiveness of an organisation depends on its employees extending their efforts past official work necessities. An exemplary employee exhibits both high levels of performance and high levels of organisational citizen behaviour (Kataria, Garg, & Rastogi, 2013). Engaged employees are noticeable through behaviour such as unselfishness, thoroughness and sportsmanship (Kataria, Garg, & Rastogi, 2013). Employees' performance is enhanced when they are given reverence, are provided with prospects to improve their careers, are given satisfactory rewards when due, and are recognised for high performance (Kataria, Garg, & Rastogi, 2013).

Managers play an important role in both the orientation process and employee engagement (Lewis, Thomas, & Bradley, 2012). If managers encourage socialisation, benefits could consist of the worker becoming more cognitively, passionately, and affectively engaged in the organisation (Lewis, Thomas, & Bradley, 2012). Managers who do not believe in employees' engagement have no ability to implement engagement policies, which can result in a reduced success rate of such strategies (Lewis, Thomas, & Bradley, 2012).

The scope of intellectual engagement goes beyond mere fulfilment of duties – it is about the extent to which an employee is intellectually immersed in his work activities (Emma Soane, 2012). Affective engagement is the extent to which employees feel a state of positive affect relating to their work roles (Emma Soane, 2012). Social engagement consists of the intrinsic need for employees to co-ordinate their work efforts and work as teams in collaboration with one another (Emma Soane, 2012). Social engagement is the manner in which employees are socially related and immersed in their working environment, and share similar values with fellow employees (Emma Soane, 2012). Good relationships with their supervisors can enhance engagement (Emma Soane, 2012).

2.4.2. Predictors of employee engagement

Of late, companies have experienced an increase in employees' disagreements and indifference concerning their objectives, leading to poor performance and average products and services rendered (Bijaya Mishra, 2015). This is due to reduced

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employee engagement, which is initiated by a combination of personal and organizational factors (Bijaya Mishra, 2015). Employee engagement focuses on organizational outcome variables such as productivity, organizational citizenship conduct and work performance (Bijaya Mishra, 2015). Improved engagement increases the competitive benefit of a company (Bijaya Mishra, 2015). Engagement is seen from a person-job fit perspective and promoted through sustainable workloads and empowerment (Bijaya Mishra, 2015).

Slaten and Mehmetoglu (2011) found that employee engagement is associated with workers' innovative conduct. These perceptions of their roles benefit job autonomy, and tactical responsiveness is related to higher engagement (Bijaya Mishra, 2015). Individual qualities of personnel, such as age, sexual characteristics, work experience, experiences, job designation and work standards also impact on the engagement level (Bijaya Mishra, 2015).

The engagement level of employees at managerial level is fairly high (Bijaya Mishra, 2015). Younger officials and those with less experience are relatively more engaged than their older colleagues and those with longer work experience (Bijaya Mishra, 2015). Positive work values and various HR policies and practices of the organization are highly rated by engaged employees (Bijaya Mishra, 2015). Considering certain individual qualities and various circumstantial factors, situational influences were found to be more significant than personal attributes in influencing employee engagement (Bijaya Mishra, 2015). Situational variables which critically predict engagement are participative management, communication, career opportunity, job content and pay (Bijaya Mishra, 2015)

2.4.3. Employee Engagement and age

The engagement of older employees justifies specific attention because it was previously assumed that disengagement of employees from their work happens as they grow older (Marcie Pitt-Catsouphes, 2008). There is however limited literature on the efforts implemented by employers to recruitment, engagement and retention of employees to compensate for the differences in employee ages (Marcie Pitt-Catsouphes, 2008)

2.4.4. Personal Engagement and Self-efficacy

In order to assess their performance, companies have traditionally relied on their financial measures of profitability - revenue and cash flow (Harter, Schmidt, & Keyes, 2003). Increasingly, employee approaches, personalities, and insights are starting to

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be acknowledged as essential indicators of worker conduct and performance, which is contributing to overall company profitability (Harter, Schmidt, & Keyes, 2003). The Gallup Organisation determined that the most profitable organisations have individuals who "go an extra mile", out of their own will and take accountability for the results (Harter, Schmidt, & Keyes, 2003).

Gallup's concept of employee engagement correlates with Kahn's personal engagement theory, which takes both emotional and cognitive dimensions into consideration (KAHN, 1990). Personal engagement theory may provide an improved understanding of the theoretical framework (Luthans & Peterson, 2002). Gallup is used to conduct measurements of engagement and testing of the role of psychological contracts, such as self-efficacy being a mediator between employees' engagement and their managers' effectiveness (Luthans & Peterson, 2002). Self-efficacy plays a major role in work-related effectiveness. It is dynamic, and can change over time with new information, experience, and learning (Luthans & Peterson, 2002). Research findings suggested that both cognitive and emotional dimensions of employee engagement have direct effects on engagement, via the manager's self-efficacy based on their perceived quality of their relationships (Luthans & Peterson, 2002). Since self-efficacy is widely recognised as one of the best empirical predictors of work-related performance, its role in employee engagement as a partial mediator in achieving desired outcomes is very valuable (Luthans & Peterson, 2002).

2.5. Leader-Member Exchange

The questionnaire is intended to put primary emphasis on the quality of the relationship as perceived by the employee and then on the leadership style preferred by employees, reflecting the idea that perception establishes preference between two choices (Notgrass, 2014). Perception is divided into two forms: object perception - used to deduce and understand surroundings and social perception - focused on the method used by individuals to make sense of other individuals and themselves (Notgrass, 2014). Preference refers to a relationship between the strength of an individual's aspiration towards two outcomes (Notgrass, 2014). Categorically, the most preferred leadership style according to LMX is the transformational leadership style with specific reference to idealized influence grouping, meaning that people wish to see leaders demonstrate principles, sense of determination, self-assurance and the need to feel a sense of pride in being associated with that leader (Notgrass, 2014). Individualised consideration is an important grouping as it reflects the preference for employees to be treated as unique individuals and to see the leader spend some time teaching (Notgrass, 2014). The main negatively correlated style with quality of relationships comes from laissez-faire leadership style, which only takes action in response to critical errors or issues (Notgrass, 2014).

The concept of leader–member exchange (LMX) rests upon the principle that superiors will develop relations of changing excellence with their juniors, and thus provide them with changeable levels of backing and prizes, corresponding to these variance relations (Kunze & Phillips, 2011). The quality of a leader-member exchange can result in the formation of perceptions of psychological contract breach and violation. Theory suggests that supervisors play a significant role in the formation of these perceptions (Kunze & Phillips, 2011). Primary factors contributing to the violation of a psychological contract are quality of employee relationships with a supervisor and personality characteristics of that employee (Kunze & Phillips, 2011).

LMX theory holds that subordinates may be treated differently by supervisors. Some may receive more favourable treatment than others (Kunze & Phillips, 2011). High LMX is linked to a number of progressive conclusions for employees, these may include: job satisfaction, high performance ratings, delegation, salary progression, and career satisfaction (Kunze & Phillips, 2011). The burden to conduct positive interactions with leaders rests upon subordinates' shoulders. However, to their detriment, it is a responsibility over which they have very little control (Kunze & Phillips, 2011). Research has found that the longer the tenure of a subordinate with one supervisor is, the more likely it becomes that some promises will be perceived to have been broken (Kunze & Phillips, 2011).

2.5.1. Development of LMX

Research describes that LMX relationships develop on the first encounter of the parties in their roles as leader and member. In some cases, however, present and future relationships have been seen to be influenced by previous encounters (Kangas, 2013). The leader may identify a few standard features from subordinates during their prior encounters (Kangas, 2013). Further development of the relationship between leaders and members is enhanced through the intensity of collaboration and the type of tasks leaders assigns to members (Kangas, 2013).   Early development stages of LMX demand the development of mutual trust (Kangas, 2013).

2.5.2. Leadership Style and LMX

Research found that individuals carrying out the same task under the same supervisor can have different engagement levels (Tyler C Burch, 2014). This is because of the uniqueness of the exchange relationship which influences engagement levels (Tyler C Burch, 2014). LMX theory hypothesizes that excellent leader-member relationships are based on shared give-and-take and shared responsibility and advantage. These associations are founded on allegiance, obligation, trust and sustenance (Tyler C Burch, 2014). In order for high LMX to advance, the supervisor must allocate more anticipated jobs, more accountability, more power, share important information, encourage involvement in decision making, deliver meaningful benefits and give support to that specific individual compared to the lesser LMX personnel (Tyler C Burch, 2014). Although transformational leadership improves follower engagement by altering work opinions and skillset for the achievement of job objectives, the LMX concept emphasises the excellence of the association of the leader and the supporter (Tyler C Burch, 2014).   LMX offers an expressive viewpoint on how the leaders influence their supporters towards a greater degree of engagement (Tyler C Burch, 2014).   While transformational leadership style inspires supporters to achieve objectives, LMX is connected to specific roles, relations between people and their impact within the company (Tyler C Burch, 2014).

2.5.3. Diversity and LMX

The research forecasts that there will be a rapid increase in diversity of the workforce with specific reference to women and ethnic minorities (Phyllis Duncan, 2014). It is therefore imperative for companies to increase their levels of inclusivity and to integrate more females and people of colour (Phyllis Duncan, 2014). Initial research on this subject identified challenges of perceptions, bias, affirmative action and tokenism (Phyllis Duncan, 2014). Diversity discussion has matured to focus on means in which diversity could be used to benefit diverse workers, eliminate workplace conflict, and

enhance organisational outcomes (Phyllis Duncan, 2014). A research study conducted by Tsui and O'Reilley (1989) concluded that mixed gender relationships between employees and supervisors result in poor performances, compared to the same gender scenario (Malangwasira, 2012). The study established that the work relationship between female supervisors and female employees produced higher levels of productivity and were preferred by their superiors (Malangwasira, 2012).

2.5.4. LMX and organisational culture

Leader-member exchange in relation to organisational identification has been extensively researched, in order to establish employee insight into cohesion with or a feeling of belonging to a company (Raymond Loi, 2014). Because the relationship between supervisors and employees is a simple work entity within the business, and supervisors are regarded as company representatives, high LMX is viewed as a necessary aspect for organisational attachment (Raymond Loi, 2014). High LMX quality is therefore important for persuading workers sense of belonging to the organization (Raymond Loi, 2014).

The two autonomous and important human needs enhancing company progress are uncertainty reduction and self enhancement (Raymond Loi, 2014). Uncertainty reduction has been identified by research as one of the basic needs that people inherently want to satisfy. Reduction of uncertainty represents the need of a human being to have order in a social setting and establish a social meaning for his own identity (Raymond Loi, 2014). Self enhancement relates to cognitive application of positive thoughts to one's social identity, in order to enhance self-esteem (Raymond Loi, 2014). The process of identification assists individuals in stimulating the insight of self-worth, which is why people are more inclined to identify with admired and high performing businesses (Raymond Loi, 2014).

2.5.5. In-groups and out Groups

The theory of leader-member exchange (LMX) suggests that managers treat and appraise their employees differently, because of time constraints they may have in interacting with them. Supervisors then allocate their subordinates to either in-groups or out-groups (Arup Varma, 2001). Managers then allocate more of their time, reliance and backing to those in the in-group while the out-group employees receive less attention, less interesting work, and fewer opportunities for advancement (Arup Varma, 2001). Conversely, employees in the in-group, by virtue of getting more attention, receive higher performance assessments, a more satisfactory supervisory relationship and have lower attrition rates (Arup Varma, 2001). Contributing factors to the quality of LMX affiliation include a person's physical characteristics such as gender, ethnicity and

educational background. Behavioural characteristics and performance may also play a role (Arup Varma, 2001). Some researchers concluded that gender is one of the main predictors of being liked and selected to the in-group of Leader-Member Exchange (Arup Varma, 2001). They indicate that the in-groups and out-groups generally follow the trend of having same gender members (Arup Varma, 2001) . Female supervisors are therefore more inclined to prefer working with female employees; the same applies to male supervisors (Arup Varma, 2001). This is because of the ease of communication (Arup Varma, 2001).

Research has shown that there are three types of personality variables that have an influence on creation of in-groups and out-groups in LMX theory (Rahimić Zijada, 2009). The first characteristic is locus of control, which indicates the extent to which a person identifies occurrences to be within the scope of control of others (external locus), as opposed to situations being under his own personal charge (internal locus) (Rahimić Zijada, 2009). Internal locus of control enables individuals to excel in communication, due to their enhanced ability to interact with the surroundings. The second characteristic is the need for power, which encourages people to take additional tasks to enable them to advance within the organisation (Rahimić Zijada, 2009). The third characteristic is self-esteem, which is present in individuals holding themselves in high regard. Individuals with high self-esteem have a greater perception of self-value, and have been found to have higher job fulfilment because they focus on more constructive aspects of their jobs (Rahimić Zijada, 2009).

3. **CHAPTER 3: RESEARCH QUESTIONS AND HYPOTHESIS**

Study is about the impact of leadership styles on employee engagement. The study to be conducted will be of a quantitative nature using the descriptive design (Saunders & Lewis, 2012). The literature suggests that employee engagement improves employee performance (Kataria, Garg, & Rastogi, 2013).

Research Questions

In view of the topic itself the following questions arise:

1. What leadership styles do employees prefer from their supervisors?

2. What is the quality of leader member relationship as perceived by employees?

3. Is there alignment between preferred leadership style and perceived quality of relationship between employees and supervisors?

4. Does preferred leadership style and perceived quality of relationship between supervisor and employees lead to engagement?

Dependent and independent Variables

It was initially envisaged that the only dependent variable in the study is employee engagement. It was later established that leadership styles and quality of leader member relationship as measured through LMX are also dependant on other factors and were treated as such. Employees themselves with regards to their demographics and companies they work for were used as treated as independent variables.

Literature as well as findings from data collected confirmed that all variables i.e. leadership style, quality of leader Member exchange and employee engagement are dependant and they influence one another in a particular way. Independent variables were confirmed to relate well with independent variables to produce meaningful results.

Research Hypothesis

The research objectives stated above were answered by the following hypothesis:

H1:   There is a significant relationship between employee's preferred transformational behaviour from their supervisor and the perceived quality of relationship they have with that same supervisor.

H2:   There is a significant relationship between employee's preferred transactional behaviour from their supervisor and the perceived quality of relationship they

have with that same supervisor.

H3:   There is a significant relationship between employee's preferred laissez-faire behaviour from their supervisor and the perceived quality of relationship they have with that same supervisor.

H4:   There is a significant relationship between highly engaged employees and high perceived quality of relationship they have with their supervisor.

Figure 1: Hypothesis Map
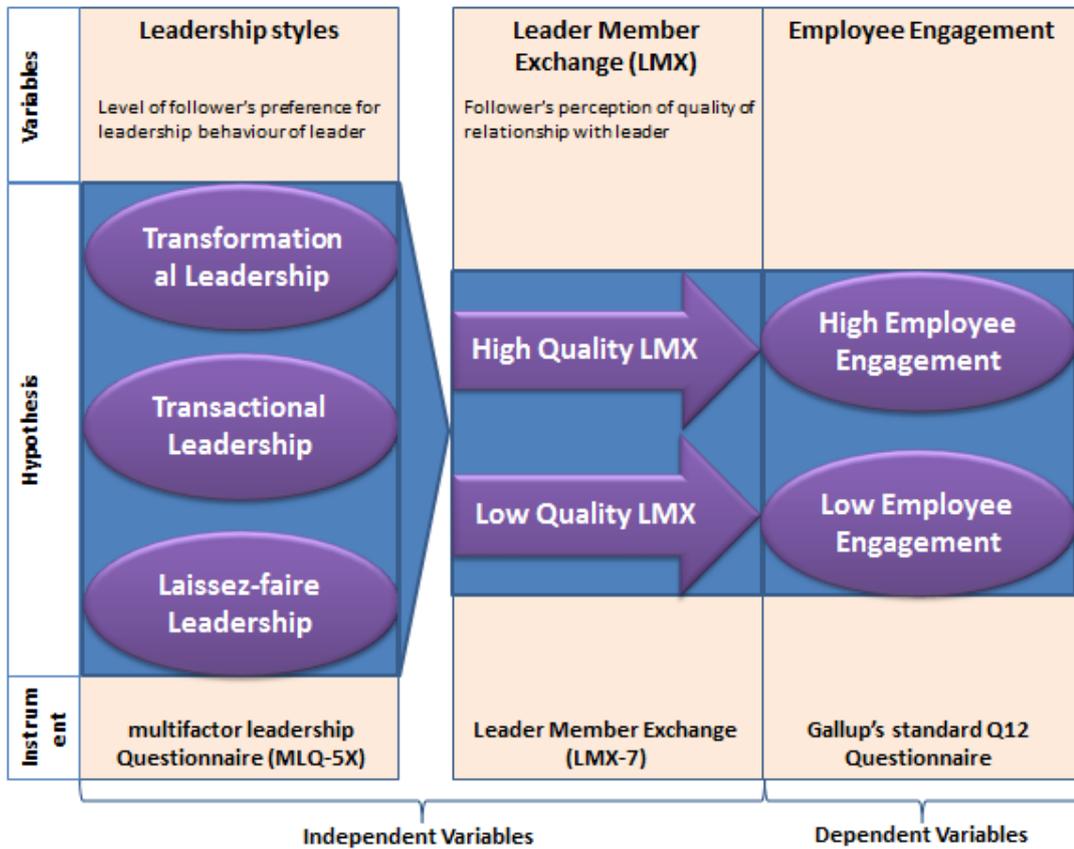
Notgrass, 2014

4. CAPTER 4: RESEARCH METHODOLOGY

4.1. Choice of Methodology

The quantitative research method was used for this research to allow for testing of the hypothesis and establishing cause and effects on the research question (Saunders & Lewis, 2012). The research was a descriptive study to allow for a relatively accurate representation of the situations being evaluated (Saunders & Lewis, 2012). A realism philosophy was followed as the study was deductively testing established theories whose existence has been proven (Saunders & Lewis, 2012).

4.2. Ethical Considerations

Ethics committees are assigned with duties to recognise risks and ensure that researchers have risk management strategies to minimise impact thereof (Michelle Wallace, 2015). Mitigation measures to research risks could be integrity, fairness, generosity and reverence with an emphasis on truly informed consent if honestly reflected on (Michelle Wallace, 2015). The researcher was conscious of the ethical requirements for the study with regards to the following undertakings:

- Sources of literature used in the research were recognized through referencing.
- The university (GIBS) gave declaration of ethical concern through its demanding ethical valuation method. Approval was given to the researcher to proceed with all the chapters after consideration by GIBS was completed.
- Anonymity was granted to all participants that the information provided in the research was treated with strict confidentiality
- Prior requests were made to the organisations whose employees were selected for participation. Permission was received to distribute the research questionnaires to Anglo Platinum, Impala Platinum and Lonmin Platinum
- All participants in the survey were free to participate, no candidates felt compelled to do so.

Personal details of the respondents were not recorded and made part of the records, their anonymity was guaranteed. To maintain anonymity, printed questionnaire copies were distributed to a central point at a mine and employees informed to collect and complete them. Completed questionnaires were returned to a box, where it was not be possible to see the responses of specific individuals.

Language was another consideration for ethical collection of data. English language was used as a language where all questionnaires were based. Consideration was given to the fact that some miners may not be literate enough to understand the

questionnaires and give appropriate responses. It was then confirmed that miners are employees at supervisory level. The prerequisite for consideration as miner is to have a blasting certificate, to have some leadership abilities and be conversant with English language for understanding of mine procedures written in English, to communicate instructions from management to employees and for proper reporting. Employees included in the sampling are literate, full understanding of English, have access to a computer and can do the survey on their own. It was found that some have no e-mails and do not have access to an Internet connection. Printed copies of questionnaires were made available in cases where not all requirements for Survey Monkey usage can be satisfied, e.g. Internet access.

4.3.   Population

The population identified for this research was all the miners employed in the platinum mines of South Africa. A miner is generally known as any person who works at a mine. For the purpose of this study a miner in platinum mine in South Africa is a person employed underground as a first line supervisor responsible for supervision of an average of thirty persons at a time.   There are approximately 1100 miners employed at the South African platinum mines and these were used as a population for the research. The employee list of platinum mines were obtained and used as a sample frame for sampling purposes. Lonmin Platinum and Anglo Platinum provided employee lists where employees were sampled for survey distribution. A sample frame could not be obtained from Impala platinum.   Employees were sampled through convenient sampling to conduct the survey. Since miners are legally appointed by the Department of Minerals and Resources (DMR), it was envisaged that a list of legally a appointed miners at the mines may be obtained from the DMR and be used as an alternative sample frame in the event where sample frame from the employers was not obtainable. It was later established that the DMR only keep records of appointed persons at management levels and miners do not form part of the list stored by them. Employers were then contacted directly to obtain sample frames and permissions to conduct surveys from their employees at their operations.

4.4.   Unit of analysis

Unit of analysis is defined as the entity that is being analysed in the research (Serkan, 2010). Unit of analysis may occur in four different levels of analysis with the initial level being individual level, followed by group level, then organisational level and ending with Social Artefacts and Social Interaction Level (Serkan, 2010).   Individual level of analysis is the most commonly used and its examples include students, employees, union members, etc. (Serkan, 2010).   Group Level is formed of different groups

consisting of multiple individuals and group attributes are analysed as opposed to that of individual elements within groups where, work teams, departments, families, divisions, project teams, etc. are some of the applicable examples (Serkan, 2010). Organizational Level is the level at which analysis may include investigating units involving multiple groups within themselves; examples include unions, army divisions, schools, organisations, etc (Serkan, 2010). Social Artefacts and Social Interaction Level sometimes consist of products of social beings; these may include books, songs, jokes, war, strikes, etc. (Serkan, 2010). By virtue of the research topic being about employees, analysis will focus on the individual level of analysis with employees as the unit of analysis.

4.5.   **Sampling method and sample size**

The sample for this study was chosen from a population of 1019 miners. A sample frame was obtained from Lonmin Platinum and Anglo Platinum; these frames were used for sampling of employees to participate in the survey. Sampling of employees for the companies mentioned was conducted using probability sampling techniques (Saunders & Lewis, 2012). Simple random sampling was used to select employees to which the research questionnaires were distributed. (Saunders & Lewis, 2012). A simple random sampling method was used and it assisted in ensuring that each member of the sample fame has equal chance of being selected at random and included in the sample (Saunders & Lewis, 2012). No Sample frame was obtained from Impala platinum and convenient sampling was therefore used to sample miners in their operations. It is recommended that for a population mentioned above to have a sample of 275. (Robert V Krejcie, 1970). The sample size was however limited to 200 because Mind Garden had the researcher permission only to distribute 200 copies of the MLQ questionnaire. Delice, (2010) argues that the reason for some theses to have big sample sizes is reliability of research, however a sample size may be kept small for accessibility (Delice, 2010). It is probable to get more reliable outcomes with enhanced preparation and small sample size (Delice, 2010). It is the opinion of the researcher that the results obtained are reliable because three big companies were used and sampling conducted in different operations within each organisation. That helped help bring the widest variety of respondents within the sample, although smaller than recommended.

Company 1: Anglo American Platinum

A sample frame of all miners obtained from employer and participants selected from sample frame using simple random sampling. 45 participants from Anglo Platinum were chosen from the frame. Participants had no e-mails, manual questionnaires were

distributed to the shafts where employees worked and later collected and manually captured on Survey Monkey.

Company 2: Lonmin Platinum

A sample frame of all miners obtained from employer and participants selected from sample frame using simple random sampling. 110 participants from Company 2 were chosen from the frame. Some participants had e-mails and some not, manual questionnaires were distributed to the shafts where employees without e-mail worked, and these were later collected and manually captured on Survey Monkey. Some employees had e-mail without internet; in that case employees were furnished with a manual questionnaire to complete over and above e-mail.

Company 3: Impala Platinum

No sample frame was received from employer; participants were selected using convenient sampling. 45 participants from Impala Platinum were furnished with questionnaires. Some participants had e-mails and some not, manual questionnaires were distributed to the shafts where employees without e-mail worked, and these were later collected and manually captured on Survey Monkey. Some employees had e-mail without internet; in that case employees were furnished with a manual questionnaire to complete over and above e-mail.

Response rate

The overall response rate of the study was 100 out of the 200 target, this depicted an overall response rate of 50 %. At company level the response rates varied between 44-64% were as follows:

- Company 1: 44%
- Company 2: 48 %
- Company 3: 64%

4.6.   **Measuring instrument**

The intention of the research was to determine the leadership style of supervisors preferred by employees, which would then be used as the first independent variable. The three leadership styles that were measured and reported on were transformational, transactional and Laissez-faire leadership styles. The MLQ (Form – 5X) was used to determine these leadership behaviours. Nine sub-scales of — charisma, individualised consideration, inspirational motivation, intellectual stimulation, contingent reward, active management by exception, and passive management by exception — were

used to further differentiate leader behaviour (Mclaggan, Bezuidenhout, & Botha, 2013). The MLQ is unique in the sense that it identifies a wide spectrum of leadership behaviour, from charismatic behaviour to avoidance of leadership (Mclaggan, Bezuidenhout, & Botha, 2013). Permission was obtained from Mind Garden to reproduce and distribute 200 copies of MLQ questionnaire and ensure compliance to licence conditions.

Employee engagement was measured with the Intellectual, Social and Affective Engagement Scale (the ISA Engagement Scale) (Emma Soane, 2012). The scale was developed to operationalise the theory developed by (KAHN, 1990) that has three requirements: a work-role focus, activation and positive affect (Emma Soane, 2012). The ISA Engagement Scale was tested and found to have positive associations with aspects of task performance, organizational citizenship behaviour (OCB) and turnover intentions. These three outcomes cover the theoretically and empirically aspects of employee engagement (Emma Soane, 2012). The scale consists of nine statements covering the three aspects presented in the form of a statement with a seven-point Likert scale ranging from 1 ('strongly disagree') to 7 ('strongly agree') (Emma Soane, 2012).

The ISA scale was tested for internal reliability and validity through examination of data from 683 employees in a retail organisation. Internal reliability was confirmed and construct validity was demonstrated. By virtue of it being able to test both intrinsic and extrinsic factors of employee engagement the ISA scale is perfectly suited for the current study.

In the study conducted employee perceptions of and their satisfaction with the quality of leader member exchange with their supervisor, was assessed and measured through LMX-7 questionnaire. High quality leader-member relationship is not only built on leaders' and subordinates' actions, but also on the nature relationships formed (Mardanov, Heischmidt, & Henson, 2008).

4.7. Data gathering process

Questionnaires were developed and distributed to all miners from the sampling frame. Distribution will be done through Survey Monkey, with a specific time limit within which the survey had to be completed. The questionnaires contained a section where general comments could be provided by respondents if they feel the need to elaborate on aspects not sufficiently covered by the questions. The intention was to capture and analyse additional comments for further insight. There were unfortunately no further comments on any questionnaires received back from respondents.

Miners are the first line supervision in the mines and their jobs is predominantly underground. As a result very few of them have access to a computer, e-mail or internet. It was initially envisaged that questionnaires will be distributed through survey monkey to all sampled employees. This was later changed with the realization that there is a total or limited access to IT equipment like computers and the internet. In fact it was established that the few miners that had internet access got it because they had an opportunity to act for their own supervisors on leave in the past. Survey Monkey was used to distribute questionnaires only to some to some employees. A paper based questionnaire was then printed and distributed to employees sampled who were without computer access. Distribution was done in various ways to ensure anonymity of respondents. In most cases training centres were used to distribute printed questionnaires which were later collected and manually entered into survey monkey.

4.8. Challenges experienced during Data Collection

Some respondents did not respond within the reasonable time frame s communicated to them, reminders were sent especially to Impala platinum, where questioners were distributed to convenient miners. There were follow up efforts as well to Lonmin Platinum where employees sampled did not have computer access, e-mail or internet and were responding on printed questionnaires. Online participants were slow to respond as well and some follow up became necessary. It was not possible to know outright why people were not responding because some had no internet connection, most of the challenges causing poor responses were only understood on follow-up.

In the case of Impala Platinum where questionnaires were sent to a central point for distribution, the respondents were not properly inducted on the purpose of the study and intended outcomes, which resulted in delayed responses or no response at all. The current financial situation in the platinum industry where metal prices are down and mines are retrenching made employers to be sceptical about the intentions of the research and the damage it might do to the relationship with employees. Employees were as well sceptical to participate because the questions were about their supervisors.

4.9. Data Analysis process

Analysis of data was conducted following exploratory statistics analysis to detect values that are not misplaced and outliers. Descriptive measurements (i.e., means and standard deviations) were worked out and applied in the investigation of two significant important features of score distribution among the measures: the first one is central tendency, which refers to the inclination for values of a random variable to group itself

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around its mean, mode, or median and variability. Estimates for reliability were then worked out based on Cronbach's alpha and explanatory factor analysis was conducted to evaluate the validity of the scales.

Similar Demographic individualities where response rates were found significantly smaller than expected were clustered together or thrown out where essential. In otder to answer the research question a Hierarchical multiple regression analyses (MRC) was adopted. The results were tested for statistical significance by the use of 95% statistical significance; $\alpha = 0.05$ level ($p < 0.05$).

To improve the response rate, minimise missing values and to ensure that the objectives of the study are met, the study was conducted using closed questions. Sampling frames were used for the companies selected and respondents included various designations within the three select companies. Three companies used to collect data were selected because they are the top three biggest platinum producers in South Africa and globally.

5. CHAPTER 5: PRESENTATION OF RESULTS

5.1. Introduction

The results collected from the surveys are hereby presented together with the response rates and the missing values.

5.2. Demographic Characteristics

5.2.1. Distribution of Respondents by Gender

Figure 1 below depicts demographic characteristics of the study respondents, which was 100 respondents. The number of respondents when controlling for gender was significantly different, females (n=29, 29.6%) versus males (n=69, 70.4%), p=0.001. Two respondents were not classified by gender.

Figure 2: Distribution of respondents by Gender
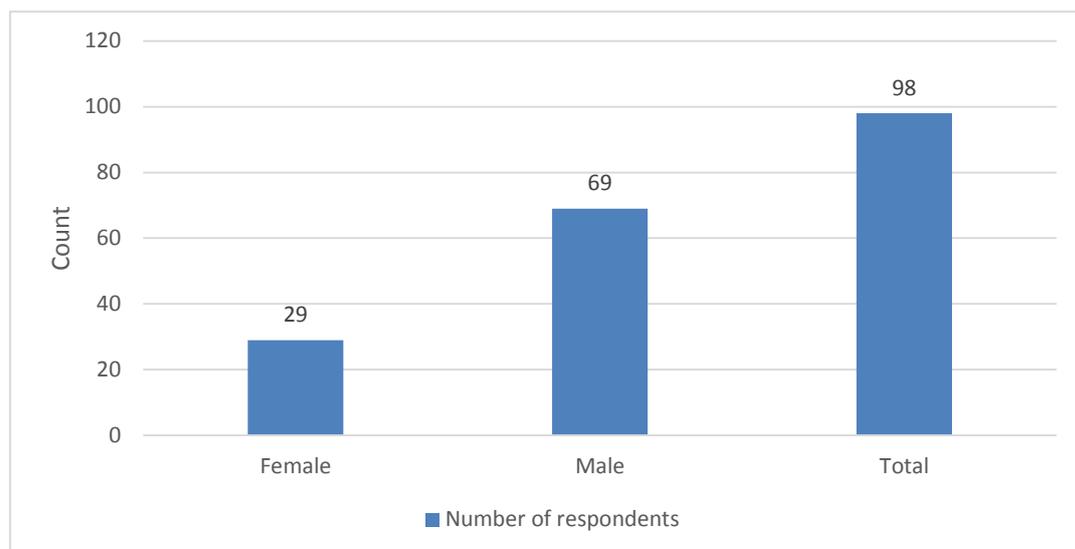
5.2.2. Distribution of respondents by company working for and gender

Number of respondents varied when controlling for company they work for and gender. Significantly more respondents were from Lonmin Platinum (n=75, 76.5%). Second higher group was respondents from Impala Platinum (n=12, 12.2 %) and last from Anglo Platinum (n=11, 11.2%). There were generally more male respondents across all the three companies. These demographics reflect a known phenomenon of more male than females in the mining sector.

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There were more than twice males than females at Lonmin Platinum n=55, 73.3% vs. n=20, 26.7 % and this was significant p=0.002. Similarly at Impala Platinum, there were three times more males than females, n=9 versus n=3. The above trends was reversed when looking at Anglo platinum, n=5 versus n=6 respondents, but this was not significant.

Figure 3: Distribution of Respondents by company and by Gender, count
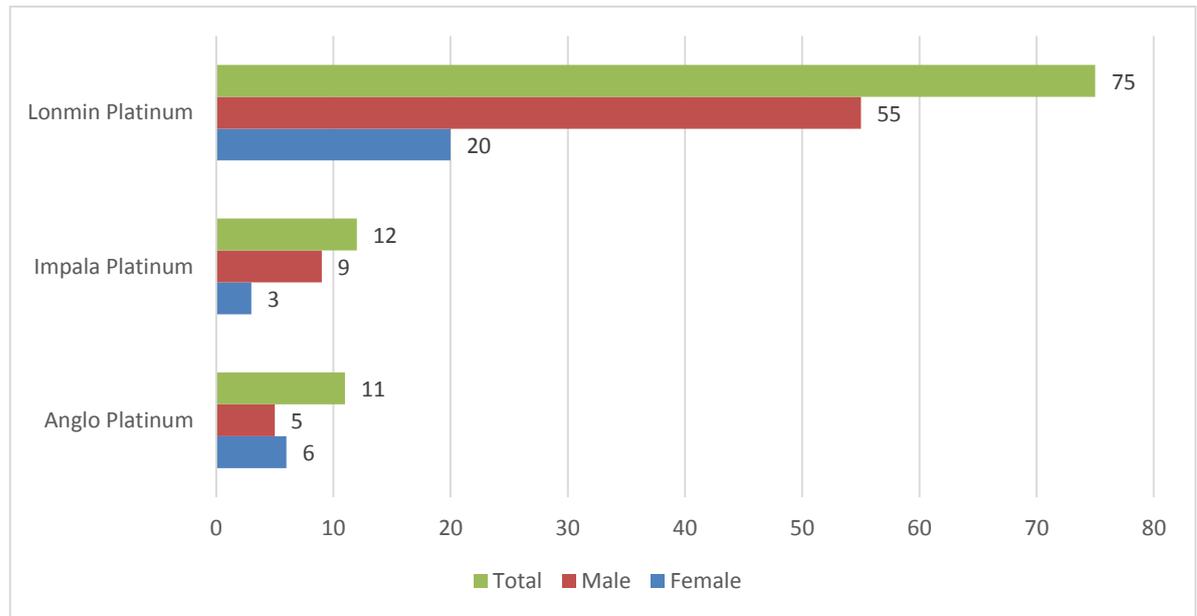
5.2.3. Distribution of respondents by gender and age bands

Figure 4 below depicts distribution of respondents by gender and age bands. The average age of respondents was 38.7 years. Male respondents were slightly older than female respondents, 39.7 years compared to 36.4 years respectively. This difference was however not significant, p=0.2158.

Figure 4: Distribution of respondents by age and Gender, n
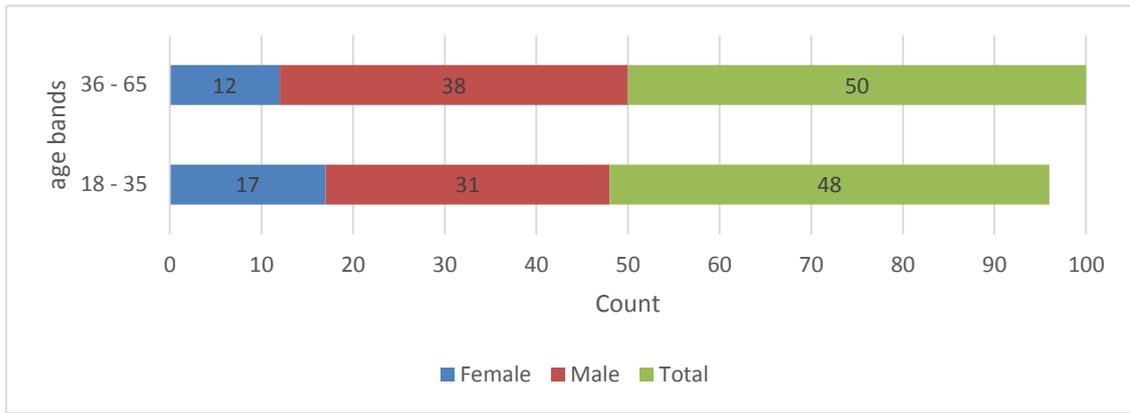
5.2.4. Distribution of respondents by gender and ethnicity

Figure 4 below depicts that overwhelmingly there were more respondents who are Africans (n=84, 85.7%). The second group was white respondents (n=11, 11.2%). The remaining set of respondents which account for 3% were Indians and Coloureds. When controlling for gender, there were more African male respondents (n=24, 28.6%) than females (n=60, 71.4%) and this was significant, p=o.oo2. There were 5 white female respondents and 6 male white respondents.

Figure 5: Distribution of respondent by ethnicity and gender , count
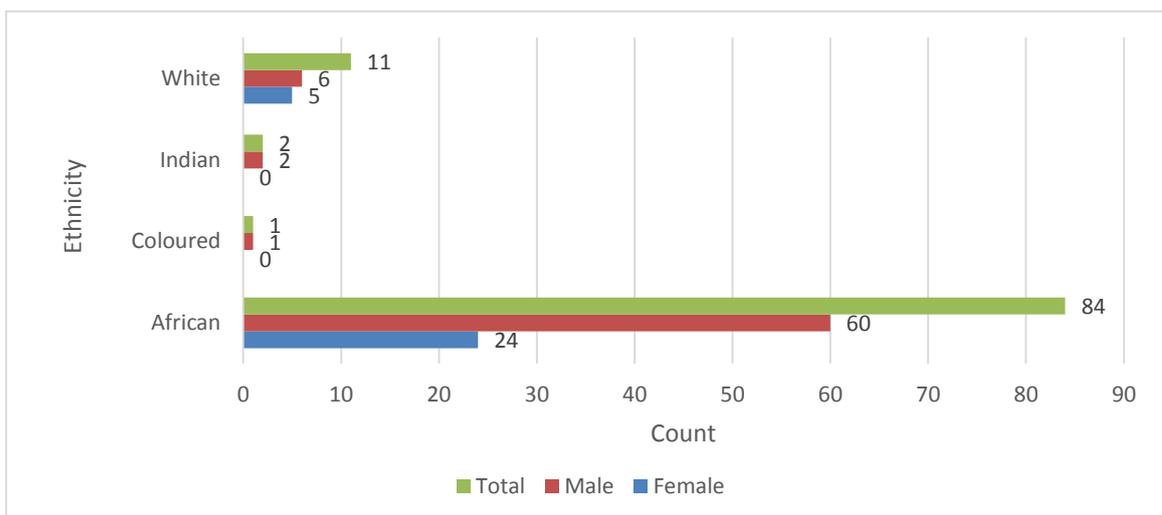
5.2.5. Distribution of respondents by gender and country of origin

The analysis included mostly respondents of South African origin, n=96, 98%. There was one respondent from Lesotho and one from Malawi. As previously stated, there mostly male respondents compared to females and again this was significant, p=0.001.

Figure 6: Distribution of respondents by Country of origin and gender, count
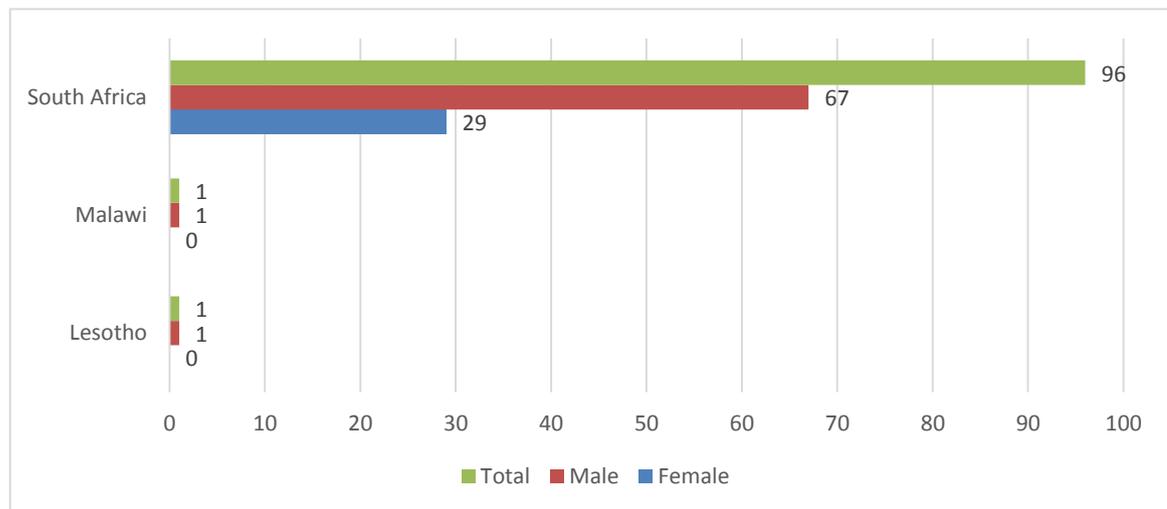
5.3. Reliability and validity of Questionnaire

5.3.1. Reliability of Research

Reliability has to do with the level of consistency a method used measures the model that it is anticipated to quantity (VIJAY GOVINDARAJAN, 2006), internal reliability amongst variables is assessed through the use of the Cronbach's alpha coefficient (Mohsen Tavakol, 2011). The overall standardized Cronbach`s alpha for the overall score for the measurements of examination was 0.94, thus indicating a high level of internal consistency.

Table 1: Reliability-overall: Cronbach's Alpha

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.943310
Standardized	0.946154

5.3.2. Validity of Research

Convergent and differentiate validity were also evaluated and the outcomes of the current results illustrated a correlation coefficient of rho > 0.41. It is of importance to it to context that although the evaluation indicated values greater than 0.4, Pearson correlation alpha was however somewhat less than 0.40 in some variables which may be giving an indication that there is existence of positive correlation between some of the subscales.

5.3.3. Factor Analysis

After the application of the principal factor analysis, revelation from the results was that all four of these items load onto two latent factor (table 2). However, note that the factor loading for mea (Management-by-Exception (Passive)) was a bit lower than the other four. This makes sense as this variable is slightly different than the other for variables (table 3).

Table 2: Factor Analysis / Correction

Factor	Eigenvalue	Difference	Proportion	Cumulative
Factor1	7.36	6.29	0.83	0.83
Factor2	1.08	0.72	0.12	0.95
Factor3	0.36	0.00	0.04	0.99
Factor4	0.36	0.18	0.04	1.03
Factor5	0.18	0.14	0.02	1.05
Factor6	0.04	0.03	0.00	1.06
Factor7	0.01	0.02	0.00	1.06
Factor8	0.00	0.02	0.00	1.06
Factor9	-0.02	0.04	0.00	1.05
Factor10	-0.06	0.04	-0.01	1.05
Factor11	-0.10	0.06	-0.01	1.04
Factor12	-0.15	0.02	-0.02	1.02
Factor13	-0.17	.	-0.02	1.00

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Table 3: Factor loadings (pattern matrix) and unique variances

Variable	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7	Uniqueness
we	0.4608							0.6736
cr	0.9005							0.1449
ee	0.8429							0.1755
ef	0.8731							0.1603
ic	0.81							0.2212
iia	0.8672							0.1996
iib	0.838							0.1934
im	0.9007							0.1065
is	0.8254							0.2911
lf	-0.5323	0.5741						0.3419
mea		0.4726						0.6059
mep	-0.5108	0.6644						0.2906
s	0.842							0.2087

(blanks represent abs(loading)<.45)

5.3.4. Descriptive Statistics

Table 4 indicates the means, standard deviations and Cronbach's alpha for each of the scales used, and Table 5 shows inter-scale correlations for all variables of leadership styles. All measures confirmed good internal consistencies of above 0.70. The inter-scale correlations indicated the direction of relationship that was preconceived and all were substantial at the level of p=0.05 other than mean (Management-by-Exception (Passive)) (rho=0.0386, p=0.7075).

Table 4: Means, standard deviations, Cronbach's alpha

	alpha	Mean	SD	95% LCL	95% UCL
cr	0.92	2.39	0.93	2.20	2.58
ee	0.92	2.33	1.17	2.09	2.57
ef	0.92	2.20	0.97	2.00	2.39
ic	0.92	2.72	0.95	2.53	2.91
iia	0.92	2.44	0.99	2.24	2.64
iib	0.92	2.33	0.87	2.15	2.51
im	0.92	2.23	1.02	2.02	2.43
is	0.92	2.40	0.87	2.23	2.58
lf	0.93	3.72	1.04	3.51	3.93
mea	0.95	2.78	0.98	2.58	2.97
mep	0.93	3.46	0.89	3.28	3.64
s	0.92	2.51	1.17	2.27	2.74

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Table 5: Inter-scale correlations

	1	2	3	4	5	6	7	8	9	10	11	12
cr	1.00											
ee	0.71	1.00										
ef	0.72	0.83	1.00									
ic	0.75	0.71	0.65	1.00								
iia	0.82	0.69	0.74	0.77	1.00							
iib	0.81	0.63	0.69	0.66	0.75	1.00						
im	0.83	0.69	0.75	0.75	0.81	0.86	1.00					
is	0.75	0.70	0.72	0.70	0.71	0.68	0.75	1.00				
lf	-0.45	-0.43	-0.46	-0.31	-0.40	-0.40	-0.46	-0.37	1.00			
mea	0.13	0.21	0.14	0.03	0.13	0.13	0.21	0.14	0.14	1.00		
mep	-0.42	-0.41	-0.49	-0.28	-0.32	-0.39	-0.39	-0.33	0.73	0.25	1.00	
s	0.75	0.76	0.77	0.72	0.74	0.63	0.70	0.73	-0.39	0.00	-0.43	1.00

5.4. Findings

5.4.1. Question 1 results: Leadership styles preferred by employees from their supervisors

Transformational leadership styles: Idealized Influence (Attributed) and Individualized Consideration

The results below show response rates amongst transformational leadership styles:

- Association with the leader instils pride within followers
- The leader allocates his time to teaching and coaching followers
- Self-interest of the leader is overlooked in favour of the interest of the greater good for the group
- The leader recognised the unique character of each individual within a group and treats them as such.

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- The leader earns respect of followers through his actions
- The leaders shows confidence and a sense of power
- Individual needs abilities and aspirations are considered outside group needs
- The leader assist in developing follower strength

Table 6: Transformational Leadership Style: Idealised Influence (attributed) and Individualised Consideration

		Frequently	Not at all	Often	Seldom	Sometimes
Instils pride in me for being associated with him/her	N	24	8	32	16	17
	%	24.74	8.25	32.99	16.49	17.53
Spends time teaching and coaching	N	23	10	26	19	19
	%	23.71	10.31	*26.8*	19.59	19.59
Goes beyond self-interest for the good of the group	N	28	8	23	19	19
	%	28.87	8.25	23.71	19.59	19.59
Treats me as an individual rather than just as a member of a group	N	16	15	26	11	29
	%	16.49	15.46	26.8	11.34	29.9
Acts in ways that builds my respect	N	32	6	19	14	25
	%	33.33	6.25	19.79	14.58	26.04
Displays a sense of power and confidence	N	25	5	33	11	22
	%	26.04	5.21	34.38	11.46	22.92
Considers me as having different needs, abilities, and aspirations from others	N	16	14	26	16	25
	%	16.49	14.43	26.8	16.49	25.77
Helps me to develop my strengths	N	25	12	28	12	19
	%	26.04	12.5	29.17	12.5	19.79

Nearly a third (32.99%) of respondents indicated that often their supervisor instils pride in them, slightly more than a quarter (26.8%) indicated that their supervisor often spends time teaching and coaching. Nearly thirty percent (28.87%) of respondents indicate that on frequent basis their supervisor overlooks his self-interests in favour of the greater interests for the group. Similarly to respondents who feel that their

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supervisor recognised the unique character of each individual within a group and treats them as such (29.9%). More than a third (33.3%) of respondents feel that their supervisor acts in ways that build their respect. Similarly, respondents feel that their supervisor shows confidence and a sense of power (34.38%). Nearly thirty (29.17%) of respondents indicated that their supervisor often helps them to develop their strengths.

Transformational leadership style: Intellectual stimulation

Intellectual stimulation was also assed as a subscale of transformational leadership, mainly whether the supervisor:

- The leaders reassesses critical assumptions to test their appropriateness
- The leader looks for opposing viewpoints during problem solving.
- The supervisor encourages employees to consider many perspectives when solving problems.
- The supervisor suggest alternative methods for task completion

Table 7: Transformational Leadership style: Intellectual Stimulation

		Frequently	Not al all	Often	Seldom	Sometimes
Re-examines critical assumptions to question whether they are appropriate	N	21		37	7	32
	%	21.65		38.14	7.22	32.99
Seeks differing perspectives when solving problems	N	26	5	32	13	20
	%	27.08	5.21	33.33	13.54	20.83
Gets me to look at problems from many different angles	N	21	11	30	10	25
	%	21.65	11.34	30.93	10.31	25.77
Suggests new ways of looking at how to complete assignments	N	26	12	32	8	18
	%	27.08	12.5	33.33	8.33	18.75

Nearly forty percent of (38.14%) respondents depict that their supervisor often reassesses critical assumptions to test their appropriateness. More than a third (33.33%) indicate that their supervisor looks for opposing viewpoints during problem solving and suggest alternative methods for task completion. Nearly thirty percent (30.93%) often their supervisor gets them to look at problems from many different angles.

Transformational leadership style: Idealized Influence (Behaviour) and Inspirational Motivation

The following idealised influence (behaviour) and inspirational subscales of transformational leadership styles to assess responses rates on whether the supervisor:

- Encourage discussion about values and beliefs
- Has optimistic view about the future
- Enthusiastically convey the objectives to the followers and emphasize the need to accomplish them.
- Emphasize the importance of having a strong sense of purpose
- Focus on moral and ethical considerations for outcomes of decisions
- Convincingly communicate the vision for the future
- Encourages a collective sense of mission
- Is optimistic about the achievement of set objectives and goals

Table 8: Transformational Leadership: Idealised Influence (Behaviour) and Inspirational Motivation

		Frequently	Not at all	Often	Seldom	Sometimes
Talks about their most important values and beliefs	n	32	6	27	11	21
	%	32.99	6.19	27.84	11.34	21.65
Talks optimistically about the future	n	43	9	20	5	19
	%	44.79	9.38	20.83	5.21	19.79
Talks enthusiastically about what needs to be accomplished	n	40	3	27	11	16
	%	41.24	3.09	27.84	11.34	16.49
Specifies the importance of having a strong sense of purpose	n	30	6	26	10	25
	%	30.93	6.19	26.8	10.31	25.77
Considers the moral and ethical consequences of decisions	n	26	7	36	3	25
	%	26.8	7.22	37.11	3.09	25.77
Articulates a compelling vision of the future	n	25	9	31	14	18
	%	25.77	9.28	31.96	14.43	18.56
Emphasizes the importance of having a collective sense of mission	n	18	6	43	10	20
	%	18.56	6.19	44.33	10.31	20.62
Expresses confidence that goals will be achieved	n	38	8	21	7	23
	%	39.18	8.25	21.65	7.22	23.71

Nearly a third of respondents depict that frequently their supervisor encourage discussion about values and beliefs (32.99%), this was lower compared to the 44.79% of respondents who depict that frequently their supervisor cconveys optimistic views about the future 41.24% of respondents who depict that their supervisor is optimistic about the achievement of set objectives and goals.

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Analysis of variance

The analysis of variance test concluded a significant P value (less than 0.05), the null-hypothesis, a conclusion could therefore be reached that the overall fit of the model of objective 1 was significant. The R-square value of 0.654 expressed as a percentage (65.4%) confirms that 65.4% of the dependent variable, perceived quality of relationship they have with that same supervisor, was explained by the explanatory variable, between employees' preferred transformational behaviour. The parameter estimate of the employee's preferred transformational behaviour variable was significant for Transformational Leadership -Individualized Consideration (EST=0.304, p=0.022), Transformational Leadership -Idealized Influence (Attributed) (Est=0.334, p=0.020), was (Est=0.450, p=0.001) and illustrates that if Transformational Leadership -Individualized Consideration leadership style , Transformational Leadership -Idealized Influence (Attributed) leadership style or is increases by 1 standard deviation, perceived quality of relationship they have with that same supervisor will increase by 0.304,0.334, and 0.450 respectively. The results in the current research illustrated that perceived quality of relationship they have with that same supervisor was not significantly associated with Transformational Leadership -Idealized Influence (Behavior) and Transformational Leadership -Inspirational Motivation.

Table 9: Results of objective 1

Dependent variable:		Quality of Supervisor relationship		
		Analysis of variance P value		
Model		<.0001*		
Adjusted R-Squared		0.654		
Explanatory variable:	DF	Parameter estimate of explanatory variable	P value of variable	
Parameter	Estimate	Standard Error	t Value	p-value
Intercept	-0.290	0.254	-1.140	0.257
ic	0.304	0.130	2.330	0.022
iia	0.334	0.141	2.380	0.020
iib	-0.031	0.166	-0.190	0.852
im	0.064	0.170	0.380	0.706
is	0.450	0.135	3.340	0.001

5.4.2. Question 2 results: Level of quality of leader member relationship as perceived by employees

Transactional leadership: Contingent Reward and Management-by-Exception (Active)

The current section depicts results on transactional leadership style and how respondents view their supervisor in this respect. A significant number of respondents, slightly higher than a third responded that often their supervisor provides them with assistance as an incentive to their efforts and focuses attention on indiscretions, faults,

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exceptions and nonconformities to standards (35.05%). Nearly the same number of respondents who perceived that their supervisor is optimistic about the achievement of set objectives and goals, 27.84% compared to 28.87% respectively. These are competing results which need further exploration. Slightly less than a third (32.29%) pf respondents depicted that   their supervisor makes clear what one can expect to receive when performance goals are achieved.

Competing results were also revealed on whether the supervisor concentrates his/her full attention on dealing with mistakes, complaints, and failures subscales where, 24.74% of respondents compared to 23.71% where respondents depicts frequent of the time compare to often of the time, respectively. Slightly over thirty percent of respondents (30.93%) to more than a third (35.05%) who depict that sometimes their manager directs their attention towards failures to meet standards compared to those who depicts that frequently their manager expresses satisfaction when the meet expectations.

Table 10: Transactional Leadership: contingent reward and Management by exception (active)

		Frequently	Not at all	Often	Seldom	Sometimes
Provides me with assistance in exchange for my efforts	n	27	2	34	11	23
	%	27.84	2.06	35.05	11.34	23.71
Focuses attention on irregularities, mistakes, exceptions, and deviations from standards	n	20	9	34	17	17
	%	20.62	9.28	35.05	17.53	17.53
Discusses in specific terms who is responsible for achieving performance targets	n	27	9	28	12	21
	%	27.84	9.28	28.87	12.37	21.65
Makes clear what one can expect to receive when performance goals are achieved	n	31	11	21	16	17
	%	32.29	11.46	21.88	16.67	17.71
Concentrates his/her full attention on dealing with mistakes, complaints, and failures	n	24	15	23	16	19
	%	24.74	15.46	23.71	16.49	19.59
Keeps track of all mistakes	n	26	10	21	21	19
	%	26.8	10.31	21.65	21.65	19.59
Directs my attention toward failures to meet standards	n	12	17	19	19	30
	%	12.37	17.53	19.59	19.59	30.93
Expresses satisfaction when I meet expectations	n	34	6	23	15	19
	%	35.05	6.19	23.71	15.46	19.59

Analysis of variance of research objective 2

As the analysis of variance test concluded a significant P value (less than 0.05), the null-hypothesis, it can be concluded that the overall fit of the model of objective 1 is significant. The R-square value of 0.5720 expressed as a percentage (57.2%) confirms that 57.20% of the dependent variable, perceived quality of relationship they have with that same supervisor, is explained by the explanatory variable, employees' preferred transactional behaviour. The parameter estimate of the employees' preferred transactional behaviour variable was significant for cr (Contingent Reward) leadership style and illustrates that if cr increases by 1 standard deviation, perceived quality of relationship they have with that same supervisor will increase by 0.96 standard deviations. Management-by-Exception (Active) depicted as mean was not statistically significant.

Table 11: Results of Objective 2

Dependent variable:		Quality of Supervisor relationship		
		Analysis of variance P value		
Model		<.0001*		
Adjusted R-Squared		0.5720		
Explanatory variable:	DF	Parameter estimate of explanatory variable	P value of variable	
Parameter	Estimate	Standard Error	t Value	p-value
Intercept	0.56	0.30	1.89	0.062
cr	0.96	0.09	11.21	<.0001
mea	-0.12	0.08	-1.48	0.1412

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5.4.3. Question 3 results: alignment between preferred leadership style and perceived quality of relationship between employees and supervisors

The data presented below shows the analysis of the laissez-faire behaviour leadership style. The results below depict that nearly fifth of the responses depict that the supervisor either seldom or sometimes evades important issues by neglecting them when they arise, is not available when required to be, evades decision making directly by himself, and his responses to important issues are often late.

Table 12: Laissez-faire leadership style

		Frequently	Not at all	Often	Seldom	Sometimes
Avoids getting involved when important issues arise	N	8	39	10	21	19
	%	8.25	40.21	10.31	21.65	19.59
Is absent when needed	N	9	38	8	25	17
	%	9.28	39.18	8.25	25.77	17.53
Avoids making decisions	N	8	40	9	19	21
	%	8.25	41.24	9.28	19.59	21.65
Delays responding to urgent questions	N	12	35	9	22	19
	%	12.37	36.08	9.28	22.68	19.59

The results below shows results of Management-by-Exception (Passive) subscales, the findings reveals that nearly a fifth (19.59%) of respondents depict that sometimes their supervisor waits for problems to become serious before intervening. More than half (56.7%) perceived that their supervisor act swiftly without delay before things deteriorate further. Nearly a third depict that sometimes, their supervisor shows that e/she firmly believes in "if it isn't broken, don't fix it" (32.99%) and slightly more than thirty percent (31.96%) perceive that their supervisor behaviour implies that problems must only be attended to when they reach chronic stage.

Table 13: Management by exception (Passive)

		Frequently	Not at all	Often	Seldom	Sometimes
3. Fails to interfere until problems become serious	N	11	26	19	22	19
	%	11.34	26.8	19.59	22.68	19.59
12. Waits for things to go wrong before taking action	N	7	55	9	13	13
	%	7.22	56.7	9.28	13.4	13.4
17. Shows that he/she is a firm believer in "If it ain't broke, don't fix it."	n	11	11	22	21	32
	%	11.34	11.34	22.68	21.65	32.99
20. Demonstrates that problems must become chronic before taking action	n	10	31	12	17	27
	%	10.31	31.96	12.37	17.53	27.84

Analysis of variance: research objective 3

From the analysis of variance test it was concluded that there is a significant p value (less than 0.05), of the null-hypothesis, conclusion could therefore be reached that the overall fit of the model of objective 1 is significant. The R-square value of 0.1978 expressed as a percentage (19.8%) confirms that 19.8% of the dependent variable, perceived quality of relationship they have with that same supervisor, is explained by the explanatory variable, employee's preferred laissez-faire behaviour. The parameter estimate of the employee's preferred laissez-faire behaviour was significant for mep (Management-by-Exception (Passive)) and illustrates that if mep increases by 1 standard deviation, perceived quality of relationship they have with that same supervisor will decrease by 0.409 standard deviations. Lf was not statistically significant, $p = 0.229$.

Table 14: Results of Objective 3

Dependent variable:		Quality of Supervisor relationship		
		Analysis of variance P value		
Model		<.0001*		
Adjusted R-Squared		0.1978		
Explanatory variable:	**DF**	Parameter estimate of explanatory variable	P value of variable	
Parameter	**Estimate**	**Standard Error**	**t Value**	**p-value**
Intercept	4.604	0.449	10.250	<.0001
If	-0.183	0.151	-1.210	0.229
mep	-0.409	0.177	-2.320	0.023

5.4.4. Question 4 results: Preferred leadership style and perceived quality of relationship between supervisor and employees lead to engagement.

Hierarchical multiple regression analyses (MRC) were also utilized to determine the effect of the quality of relationship with the supervisor on work engagement. As the analysis of variance test was $p < 0.005$, thus significant. This depicted that the overall fit of the model of objective 4 is significant. The R-square value confirms that 32.8% of the dependent variable is described by model of the explanatory variable, the quality of relationship they have with their supervisor has an effect of work engagement. All the p values in this model were significant, $p=0.0009$. The parameter estimate of the quality of relationship they have with their supervisor variable illustrates that if quality of relationship they have with their supervisor by 1 standard deviation, work engagement

organisational will increase by 0.1833 standard deviations. The p-value of the effect of the supervisor is statistically significant (p=0.0004).

Table 15: Objective 4 - Statistical results

Parameter	Estimate	Standard Error	t Value	p-value	95% Confidence Limits	
Intercept	1.59	0.25	6.33	<.0001	1.09	2.09
S (Super visor effect)	0.18	0.05	3.40	0.00	0.07	0.28
Company working for						
Anglo Platinum	0.00	0.21	-0.01	0.99	-0.41	0.41
(Ref= Lonmin Platinum)						
Impala Platinum	0.25	0.20	1.22	0.23	-0.16	0.65
(Ref= Lonmin Platinum)						
Age group						
18 - 35 vs. 36 – 65	0.04	0.16	0.25	0.80	-0.27	0.35
Gender						
Female vs. Male	0.02	0.13	0.17	0.87	-0.24	0.28
Years of experience						
0 - 5 vs. 6-14	0.25	0.17	1.51	0.13	-0.08	0.58
15 - 35 vs. 6-14	0.24	0.19	1.27	0.21	-0.13	0.61
35 - 45 vs. 6-14	0.05	0.59	0.09	0.93	-1.11	1.22
Race						
African vs. White	-0.60	0.20	-3.04	0.00	-0.99	-0.21
Coloured vs. White	-0.95	0.59	-1.60	0.11	-2.13	0.23
Indian vs. White	-0.02	0.45	-0.05	0.96	-0.92	0.88
Country of origin						
Lesotho vs. South Africa	-1.12	0.57	-1.97	0.05	-2.24	0.01
Malawi vs. South Africa	0.40	0.58	0.70	0.49	-0.75	1.56

Table 15 above further depicts that work engagement was also significant varied when controlling for race and country of origin.

5.4.5. Conclusion

When assessing different types of leadership styles, the list below indicates factors of transformational leadership style that were found to have an impact on the quality of relationship with the supervisor.

- Intellectual stimulation (is)
- Idealized Influence (Attributed) (iia)
- Individualized Consideration (ic)

The following factors of transactional leadership style were found to have a positive relationship with the quality of the perceived relationship with the supervisor:

- Contingent Reward

With respect to Laissez-faire leadership styles, management by exception (passive) was found to have an effect on the perceive quality of relation with the supervisor.

The results in the current research showed a positive correlation or effect of the relationship with the supervisor where this increased with work engagement. This implied that if a relationship between the employee increases then work engagement also increases. This finding is consistent with literature and best practice.

6. CHAPTER 6: DISCUSSION OF RESULTS

6.1. Introduction

The results presented in the previous chapter are hereby explored and discussed in the context of the research question presented in the previous chapter as well as literature provided in chapter two. This exploration of results seeks to clarify whether the research objectives were met or not. Further insights observed from the results that may have significant impact to the answering of the question will be discussed as well. Structuring of the current chapter will be similar to that of chapter five to maintain consistency of the discussion.

6.1.1. Demographic characteristics

Gender classification on the questionnaire was included to ascertain potential the difference in perception and preferences between male and female employees, when completing the questionnaire. According to literature, transformational leadership is directly corresponding with women characteristics because they differentiate themselves through vision, personality and encouragement, which are characteristics that are more associated with transformational leadership (Andreea-Simona Saseanu, 2014). There were a total of 69 and 29, male and female respondents respectively, with two responses not classifiable by gender. These results are consistent with the requirements instituted by the Department of Minerals and Energy, through the Mining Charter, that each mining company in the region should have 26% of female employees employed by 2014 (DMR, Ammendment of Broad Based Economic Empowerment Charter for the South African Miing and Minerals Industry, 2010). Some mines do comply with this requirement with the exception of others, because of the challenges associated with finding female persons that are willing and able to work underground.

There were 73%, 66% and 45% male participants from Lonmin, Impala and Anglo Platinum respectively. The feedback from Anglo Platinum was not significant and the sample size was too small to be considered reliable (Robert V Krejcie, 1970).

The three Companies were selected for the survey by virtue of them being the top three largest Platinum Mining companies locally and globally (Bell, 2012). The size of platinum mining companies is determined by the number of ounces of platinum produced and refined by the company annually. Anglo platinum is the largest platinum producer with 2,378Koz, Impala platinum is second with, 1,582Koz, Lonmin Platinum is the third largest platinum producing company with 687Koz platinum produced in 2012 (Bell, 2012). The number of employees per company is proportional to the number of

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ounces produced. The largest number of respondents (76.5%) was received from Lonmin Platinum, with Impala and Anglo Platinum receiving 12.2% and 11.2% respectively. Two of the mines surveyed have announced that they are in the process of retrenching in excess of 50000 employees between then. This factor could have contributed immensely to the difficulty experienced in getting employees to respond to the questionnaires, because employees were sceptical of participating in the survey (Bauer, 2015).

6.2. Question 1 result discussion: Leadership style preferred by employees from their supervisors.

6.2.1. Introduction

The instrument used for data collection, Bass and Avolio's MLQ – 5X has 45 questions, thirty six questions ask for the leadership style of the leader to establish the aggregate score of transformational, transactional and laissez-faire leadership styles (Xirasagar, 2008). The respondents used were all subordinates.

6.2.2. Transformational Leadership Style

Nemanich and Keller (2007) defined transformational leadership as an association of a leader and supporters, created on a set of leader activities observed by followers as demonstrating idealised inspiration, motivational creativeness, knowledgeable inspiration, and distinct reflexion. This leadership style is perceived to improve follower contentment with the leader and follower's insights of leader success (Nemanich & Keller, 2007). The results indicated that transformational leadership style as perceived by employees from supervisors was 65.4%, which was the highest result of all leadership styles assessed.

Informed by personal insight and exposure to the Platinum Mining Industry in South Africa, the researcher would have been expected for mining leaders at supervision level to have a more transactional style of leadership. The mining practices are measurable task activities with performance based on contingent rewards implemented through bonus systems. Supervisors tend to focus on mostly struggling employees (management by exception) than inspiring those that do well to excel. The style of transactional leadership comprises of dependent reward leadership, active only when necessitated by situation (active vigilance), and passive management-by-exception (the leader only intervenes after non-compliance has occurred) (Antonakis, Avoliob, & Sivasubramaniam, 2003).

Four factors that characterise transformational Leadership are hereby discussed in the

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context of results received. These factors are; Idealised influence (Attributed and Behaviour), Individualised consideration, Intellectual stimulation, and inspirational motivation (Antonakis, Avoliob, & Sivasubramaniam, 2003). The results discussion on transformational leadership style will focus on these factors by comparing them to literature, to ascertain whether the study supports the literature or share a different insight.

6.2.2.1. Idealised influence

Idealised influence (both attributed and behaviour) concerns the leader's all-encompassing vision and mission, prioritising supporter's requirements over that of his own, encouraging pride, gaining confidence and reverence, growing positivity and establishing apprehension for ethical and moral values in taking resolutions (Xirasagar, 2008). Referring to (table 6), The results indicated that 32% and 34% of respondents perceive their supervisors to instil pride in them and display sense of pride and confidence respectively. A study conducted by (BRYDEN MORTON, 2012) suggested that the mining industry in South Africa is one of the least attractive industries to work for, by virtue of the small number of applicants applying for jobs in the mines. The results of the study support literature as it would make sense for supervisors to motivate their employees working in an undesirable industry through instilling confidence and pride.

6.2.2.2. Inspirational Motivation

Inspirational motivation provides for encouragement of followers to their own requirements for self-actualisation and progress through Maslow's hierarchy of needs (Xirasagar, 2008). This type of motivation has the ability to empower followers to resolve contradictory forces and make practical progressive decisions, and minimise dysfunctional or self-interestedly inspired resolutions (Xirasagar, 2008). An inspirational leader is optimistic, enthusiastic, emphasised collectivism, consider moral and ethics in his decisions and have a strong sense of purpose (Xirasagar, 2008). Referring to (table 8), the results were in support of literature as behaviours like optimism, enthusiasm, confidence on goal achievement were found high at 44.79%, 41.24% and 39.18% respectively. South African mines are one of the most dangerous industries as 84 fatalities were recorded in the industry in 2014 (DMR, South African Government, 2015). It could be understood for a supervisor to focus on hope and encouragement to motivate employees working in unpredictable dangerous underground environments to keep them engaged and safe. Most mines are operating on low margins and low productivity, meeting daily targets is therefore important for the organisation. Employers encourage this consistent performance through payment of

bonuses and application of strict penalties for poor performance. It was therefore expected for supervisors to focus on targets and to inspire and encourage employees to achieve them.

6.2.2.3.   Intellectual Stimulation

Intellectual stimulation is when a leader actively supports followers with interesting thoughts that motivate the review of methods and means of doing things from old to new (Xirasagar, 2008). Such leaders create a cognitive-emotional environment for followers to discover and try out new methods for confronting progressively interesting goals (Xirasagar, 2008). Re-examination of critical assumptions, seeking differing perspective when solving problems and suggesting new ways of completing assignment is some of the characteristics of intellectual stimulation by transformational leaders (Xirasagar, 2008). Referring to (table 7) the results indicated high perception of intellectual stimulation, which was not expected. Mining jobs are cyclical and persons do repetitive tasks daily, there would only be a slight difference in rock formation and other mining features. The results were expected to indicate low levels of intellectual stimulation as there are a few complexities and a minor challenge of thought during mining operations. Results indicate that the re-examination of critical assumptions and seeking of differing perspective had a high number of respondents. By virtue of the mine being dangerous, it was expected that supervisors would check end ensure that the decisions made will not jeopardise the safety of equipment and people. The level of optimism was surprisingly high at 45%. It was expected to be lower due to the current challenges of job losses, industrial action and poor productivity currently experienced by mining companies (Bell, 2012).   It was expected that employees would perceive lower levels of optimism from their supervisors for the same reasons.

6.2.3. Transactional Leadership Style

The theory of transactional leadership comprises of dependent reward leadership, active only when necessitated by situation (active vigilance), and passive management-by-exception (the leader only intervenes after non-compliance has occurred) (Antonakis, Avoliob, & Sivasubramaniam, 2003). A significant number of respondents, slightly higher than a third responded that often their supervisor provides them with assistance as an incentive to their efforts and focuses attention on indiscretions, faults, exceptions and nonconformities to standards (35.05%). This is consistent with the transactional leadership characteristics and is relevant to the mining industry where the focus on mistakes is unavoidable as they can result in death. Referring to (table 10) most respondents expressed that supervisor's show satisfaction

when employees meet expectations. This feedback was expected in a labour intensive industry where the performance of a supervisor is fully dependant on the performance of his people. It is a general practice for employees to be encouraged to do more than was expected.

Nearly the same number of respondents who perceived that their supervisors work with a principle of exchange where employees are informed exactly what they will receive if performance target are met. Internal mining insight informs the researcher that performance in the industry is well measured and high performance is rewarded through very lucrative monthly mining bonuses which in some cases amount to 100% of employee monthly pay. Poor performance is punishable through penalties as severe as dismissal. This implies a strict application of a carrot and stick theory where rewards and punishment are used to motivate employees to perform (James Andreoni, 2002). This theory indicates that rewards and punishments work collaboratively to supplement each other, although only one of these is usable at a time, both should simultaneously be available to maximise results (James Andreoni, 2002) . It is expected at the industry as labour intensive as a mine to have strict controls on employee behaviours, lack of which may result in the supervisors failing to assert their authority. Attitudes of individuals towards fairness are very diverse, there are selfish and generous individuals and supervisors need to treat employees as individuals with diverse views in a unique way (James Andreoni, 2002). Slightly less than a third (32.29%) of respondents depicted that their supervisor makes clear what one can expect to receive when performance goals are achieved, which is consistent with the carrot and stick theory.

6.2.4. Laissez-fair Leadership style

Laissez-faire leadership was perceived the least prominent style among mine supervisors. Laissez-faire leadership is an absence of leadership and comprises of non-interference strategy where employees act on their free will without guidance (Omolayo, 2007). These leaders do not intrude on the affairs of followers, showing little or no control of the group. Their participation in group activities is very low (Awan & Mahmood, 2010). Referring to (table 12), the results indicated that nearly one-fifth of the responses depict that the supervisor either seldom or sometimes evades important issues by neglecting them when they arise, is not available when required to be, evades decision making directly by himself, and his responses to important issues are often late. This is a very small number equivalent to 19% of all respondents. Teams under leadership of leaders with a laissez-faire leadership style struggle with a lack of direction and enthusiasm (Awan & Mahmood, 2010). This leadership style manifests itself in passive management by exception and leadership avoidance (Awan &

Mahmood, 2010). A low result on this type of leadership was expected in the mining industry because performance measured and monitored. Lack of leadership would immediately result in poor performance and a supervisor would be removed. The presence of risk in most jobs employees perform underground implies that leadership is paramount to ensure employee safety; lack thereof would result in injuries and fatalities.

6.2.5. Conclusion to Question1 result discussion

The results indicated that perceived leadership styles amongst supervisors were 65.4%, 57.2% and 19.78% for Transformational; Transactional and Laissez-fair leadership respectively. This implies that Transformational leadership is the most prominent leadership style amongst mine supervisors as perceived by employees followed by Transactional and laissez-fair respectively. There is a relatively small gap between transformational and transactional leadership style, although transformational is more prominent. The results found supports the study that was conducted in the South African Coal Mining Industry in 2012, in Mpumalanga. This study concluded that respondents perceived both transformational and transactional leadership styles from their leaders in a mining sector (Mclaggan, Bezuidenhout, & Botha, 2013). It was argued that the presence of both transformational and transactional leadership styles is as a result of the argumentation effect, i.e. best leaders have both transformational and transactional leadership abilities (Mclaggan, Bezuidenhout, & Botha, 2013). Despite being the most perceived leadership style, the most effective leadership style in the achievement of organisational objectives and performance is transformational leadership style (Mclaggan, Bezuidenhout, & Botha, 2013)

6.3. Question 2 result discussion: The Quality of Leader Member exchange as perceived by employees

6.3.1. Leader-Member Exchange

Research has shown that the dyadic association between workers and managers, or leader–member exchange (LMX), assist in influencing vital employee attitudes and manners (Brad T Harris, 2014). LMX theory is formed on the bases that supervisors develop relationship of varying quality levels with employees in their work groups, which in turn lead to behavioural and attitudinal responses simultaneously with dyadic LMX relationships (Brad T Harris, 2014).

6.3.1.1.   LMX and Gender

The results indicated clearly different patterns between male and female perceptions of

LMX with their supervisors. Clear differences were observed on recognition of potential and the use of authority to support. Male and female employees perceived a similar level of LMX from their supervisors. It was expected for results to indicate a clear difference in the perceived level of quality relationship between male and female employees in favour of the former. The results received were not expected because of the following considerations:

1. There is still a very few female supervisors at the mines because the recruitment of females started recently (DMR, South African Government, 2015). Research study conducted by Tsui and O'Reilley (1989) concluded that mixed gender relationships between employee and supervisor results in a poor performance when compared to the same gender arrangement (Malangwasira, 2012). The same study established that the work relationship between female supervisor and female employee produced higher level of productivity and were mostly liked by their superiors (Malangwasira, 2012). Level of LMX for female employees was therefore expected to be less than that of male employees.

2. Most underground mining activities require physical strength and female physical strength would generally not match up to that of male employees. Supervisors would then be perceived to prefer male employees over females. Some research concluded that gender is one of the main predictors of being liked and selected to the in-group of Leader-Member Exchange (Arup Varma, 2001). These studies outline that the in-groups and out-groups generally follow the trend of having same gender members (Arup Varma, 2001) . Female supervisors are therefore more inclined to prefer working with female employees; the same applies to male supervisors (Arup Varma, 2001). The level of LMX for male employees was therefore expected to be more than that of female employees.

The other possible explanation for the results could be that supervisors could be providing personal assistance and support to female employees. This support could include easier tasks or allocation of more than one female person to do a task that could have been done by one male. Supervisors would offer this support in the in the interest of getting the job done other than deliberately making life easier for female employees.

6.3.1.2.   LMX and Age

Two age categories surveyed were 18 to 35 years and 36 to 65 years. The results obtained indicated differences in perceived relationship with their supervisors. The need for clarity was perceived as the highest factor of importance for younger

employees while older employees perceived the use of authority to support as the most prominent factor.

Dissimilarities in demographics of individuals, such as age, years of experience, sex, and level of education play an significant part in the enhancing a relationship between managers and employees (Malangwasira, 2012). It was expected for younger employees to perceive a higher level of LMX on need for clarity because they still depend on their supervisor for many aspects of their jobs. Evidently the results support theory and general practice as can be expected in the workplace that younger employees would avail themselves to supervisors for knowledge transfer. Older employees perceived the use of authority to support as a prominent factor because they might have acclimatized with the mining culture where the use of authority is generally perceived as the most effective means to get quick results.

6.3.2. Conclusion of Question 2 result discussion

The results indicated high levels of the quality of leader-member exchange within all demographics tested and discussed. Results on gender were surprising, female employees were expected to have lower levels of quality relationship by virtue of the nature of underground work being physically challenging. The element of bail out where necessary was consistently low in all measured demographics, which is consistent with the mining culture of authority and accountability. The need for clarity and understanding was observed as a consistently high factor of LMX across all demographics. This factor is link to information sharing between supervisors and employees, which in most cases supervisors are the source of information. The factor of open and honest communication is linked to transformational leadership and was found to be constantly high. It can therefore be concluded that level of leader member exchange is perceived high at the mines especially where factors associated with transformational leadership are constantly high.

6.4. Question 3 result discussion: Alignment between preferred leadership style and perceived quality of Leader relationship between employees and supervisors

6.4.1. Employee Engagement

Various motivational theories i.e. Maslow's theory of needs, A carrot and stick and self-determination theory (SDT) were considered for this study (James Andreoni, 2002), (Meyer & Negagne, 2008), (Maslow 1943). The study was then based on self-

determination theory by virtue of its consideration of both external and internal factors to employee engagement (James Andreoni, 2002). The study was based on employee perception of leadership styles of their supervisors; this would have been an external factor to employees, hence the theory was adopted. This theory holds that there are extrinsic motivational factors related to employee performance, referring to employees doing an activity because of his willingness to contribute (Meyer & Negagne, 2008). Extrinsic motivational factors are predominant in a work context, and can reflect a desire to gain rewards or avoid punishment (Meyer & Negagne, 2008) Employee engagement is defined as the emotional commitment the employee has to the organisation and its goals (Jeve, Oppenheimer, & Konje, 2015). Measured through the Intellectual, Social and Affective Engagement Scale the results were classified into aspects of task performance, organizational citizenship behaviour (OCB) and turnover intentions (Emma Soane, 2012). These three outcomes cover the theoretically and empirically aspects of employee engagement (Emma Soane, 2012).

The results received indicated high levels of engagement when measured against leadership style, demographics and quality of leader member exchange. Findings indicated that social engagement is the least experienced form of engagement while intellectual engagement is the most prominent form of engagement from of the rest. This pattern was found consistent in all the results obtained from all demographics surveyed. The findings on social and intellectual engagement will be discussed:

6.4.1.1.   Social Engagement

Social Engagement is the practise of connectedness with other people who could be co-workers, or any person whose work role requires for an employee to interact with (Emma Soane, 2012). There is increasing need for employees to work in teams and collaborate their activities, this work arrangement require engagement to have a clear social component (Emma Soane, 2012). Social engagement has to do with the intrinsic need for employees to co-ordinate their work efforts and work as teams in collaboration with one another (Emma Soane, 2012). Social engagement is the manner in which employees are socially related and immersed with the working environment and share similar values with fellow employees (Emma Soane, 2012) The mining industry is a labour intensive industry where team work and employee peer support is heavily encouraged. It has even been encrypted in the Mines Health and Safety act that mine employees are responsible for their own safety and that of their colleagues (Govender, 2011). The results were expected to indicate higher levels of social engagement among mine employees. A possible reason for social engagement to be the least prominent might be because the number of people working in the mines is too many to create significant social cohesion and collaboration as compared to other industries

6.4.1.2. Intellectual Engagement

Intellectual engagement is defined as the degree to which an employee is one is knowledgeably engaged in his work (Emma Soane, 2012). Intellectual activity has become very important in the performance of work because engagement is more than a mere fulfilment of duties; employees have to be physically and mentally engaged to achieve excellence (Emma Soane, 2012). The scope of intellectual engagement goes beyond a mere fulfilment of duties, but is the extent to which an employee is intellectually immersed in his work activities (Emma Soane, 2012).The results received indicated higher levels of intellectual engagement which was surprising because the level of literacy in the mining industry is relatively low, especially for underground mining employees. Grade 8 is the minimum level of education for eligibility of recruitment into most underground mining positions. The results could however have been influenced by the high level of unemployment in South Africa, where more people who cannot find work have started working underground, even those with Bachelor's Degrees.

6.5. Question 4 result discussion: Preferred leadership style and perceived quality of relationship between supervisor and employees lead to engagement

6.5.1. Drivers of employee engagement

Results from all demographics were collated and analysed to establish the relationship between different variables and the effects thereof. Standard demographics of gender, age, corporate culture, years of experience, ethnicity and country of origin were used as independent variables, as these cannot be manipulated. Leadership styles of transactional, transformational and laissez-fair leadership, together with level of LMX and engagement were used as dependant variables, because these depend on the demographics and vary with some of mentioned aspects.

**Figure 7: Correlation of Values**
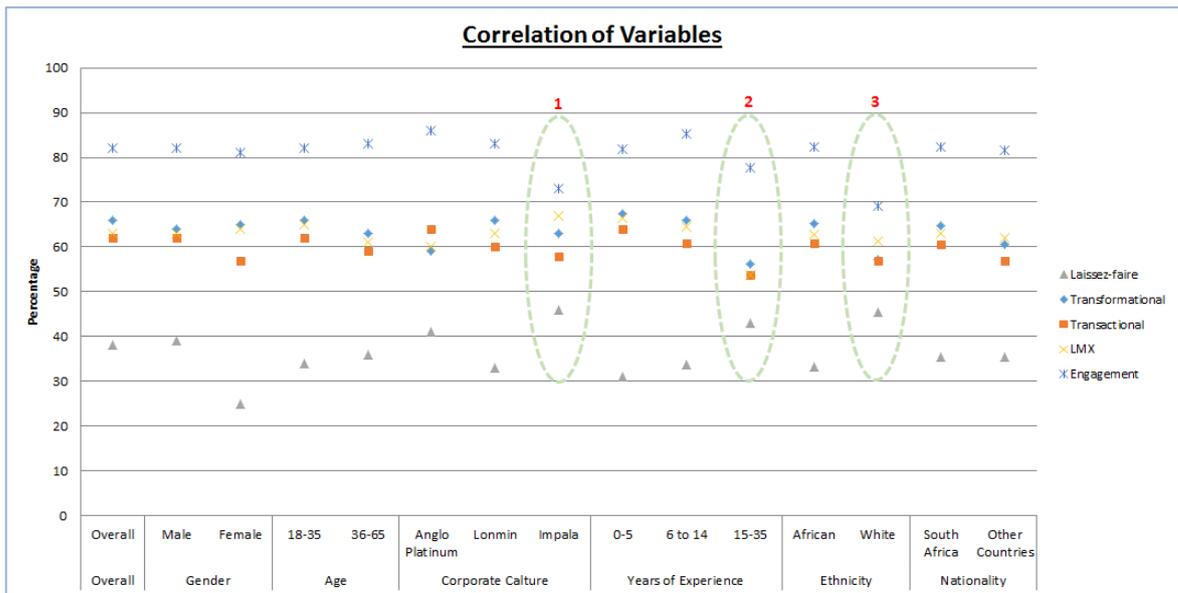
Figure 7 confirms that engagement was found to be relatively high through most of the demographics. A seriously reduced engagement has been identified in three areas, which were singled out and further scrutinised in order to understand the reasons behind it.

The contributing factors to the reduction of employee engagement were noted as follows:

- Employee engagement is maintained at a high level when both perceived transformational leadership style and level of LMX were maintained at a high level and overlapped each other.
- Employee engagement is reduced when perceived transformational leadership style and level of LMX are high but do not overlap.
- Employee engagement is significantly reduced where there is a strong perception of the presence of laissez-fair style of leadership from supervisors.
- Employee engagement is significantly reduced when both perceived transformational leadership style and level of LMX are significantly low even if they do overlap.

6.5.2. Conclusion of Question 4 results discussion

The observations above suggest that employee engagement does not necessarily depend on LMX as initially hypothesised, but is rather dependant on the collaboration of LMX and Leadership style.

The framework below depicts the conclusion and is supported by the finding made by

Tyler C. Burch (2014) - that LMX and transformational leadership, when examined together, predict follower engagement (Tyler C Burch, 2014).

Figure 8: Relationship between Variables
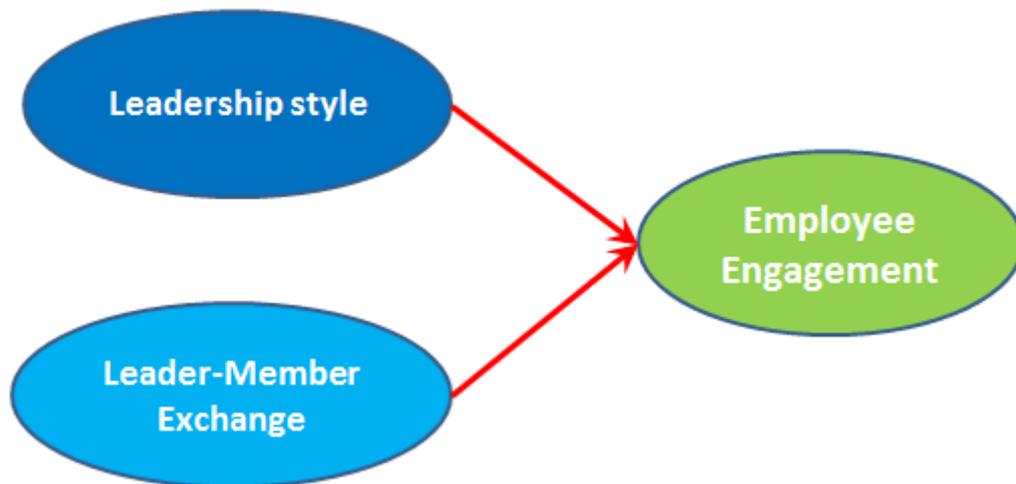
Transformational leadership does influence employee engagement even when LMX levels are low or are not included at all (Tyler C Burch, 2014). The result in the figure above, supported by previous studies carried out by Tyler C Burch (2014), indicated that the quality of leader-member exchange is the most important factor for determining employee engagement, even though transformational leadership does play a role. Improved relationships with supervisors prompt employees to dedicate themselves to the job with less attention to their leadership styles (Tyler C Burch, 2014). The greatest predictors of engagement are the understanding of a role, security in presenting ideas, and better allocation of resources. These are all benefits resulting from good quality of leader-member relationship (Tyler C Burch, 2014).

7. CHAPTER 7: CONCLUSSION

7.1. Introduction

Competitiveness of an organisation is one of the most important factors in the determination of its sustainability. In today's age of globalisation, it is increasingly difficult for companies to remain competitive. In the pursuit of competitiveness, companies have to explore the less explored avenues in search of an advantage. One of these avenues is leadership. Leadership is an important aspect of organisational development, and using it at all levels is a very under-appreciated management tool for top management. Although this phenomenon has been studied for many years, it remains underdeveloped (BRIAN R SPISAK, 2015). Since leaders are people, leadership aspects continue to evolve. Types of organisations and specific leader-related issues are constantly changing. Organisations need resources in order to produce their products. One of the most important resources is employees. There are few industries that depend on human resources as much as the South African mining industry does. Mines would die without them. Salaries in most mines form the biggest part of monthly expenses, making people a key strategic resource. Employee performance is dependent on many factors. It is in the best interest of labour-intensive organisations to recruit, develop and retain high performing individuals. In the current global climate of low commodity prices, high labour costs, high costs of material, etc. organisations need high performance teams in order to survive, compete effectively and be sustainable. Performance of employees is highly dependent on their level of engagement, which is the emotional commitment that employees have to the company and its objectives (Jeve, Oppenheimer, & Konje, 2015).

7.2. Principal Findings

There are many factors which affect employee engagement. These include innovative conduct of workers, freedom of work execution, etc. Individual qualities of employees such as age, sexual characteristics, work experience, designation and work standards were found to have a compelling effect on employee engagement (Bijaya Mishra, 2015). The level of engagement depends on the level at which an individual is employed in the organisation. For instance, management is perceived to have a fairly high level of engagement compared to lower level employees (Bijaya Mishra, 2015). Older and experienced employees generally have a lower level of engagement than their younger colleagues with less work experience (Bijaya Mishra, 2015). Corporate organisational culture coupled with values and HP practices of employee administration have a big impact in determining the engagement level of employees (Bijaya Mishra, 2015). Variables pertaining to the situation at hand, inclusive of leadership style of

managers, means of information sharing and communication, potential for promotion, job satisfaction and remuneration have all been found to encourage high engagement. (Bijaya Mishra, 2015).

Based on the results of the figure above and the analysis given, it was found that:

- Transformational leadership style has a big effect on employee engagement.
- Employees led by a supervisor with transformational leadership qualities will be engaged even if the quality of the relationship between them is low.
- Transactional leadership style has a positive effect on employee engagement if the quality of the relationship between supervisor and employees is high.
- Transactional leadership style has a negative effect on employee engagement if there is a poor quality of relationship between supervisor and employees.
- The quality of the relationship between supervisor and employee collaborates with leadership style to create positive employee engagement.
- Laissez-fair leadership style has a negative effect on employee engagement irrespective of the relationship between employer and supervisor. In all instances where there is a lack of leadership, employees were found to be disengaged.

Transformational leadership style is the most effective driver of employee engagement. Engagement is enhanced by the presence of a good quality relationship between leaders and employees.

The results are illustrated in the figure below:

Figure 9: Model to illustrate results
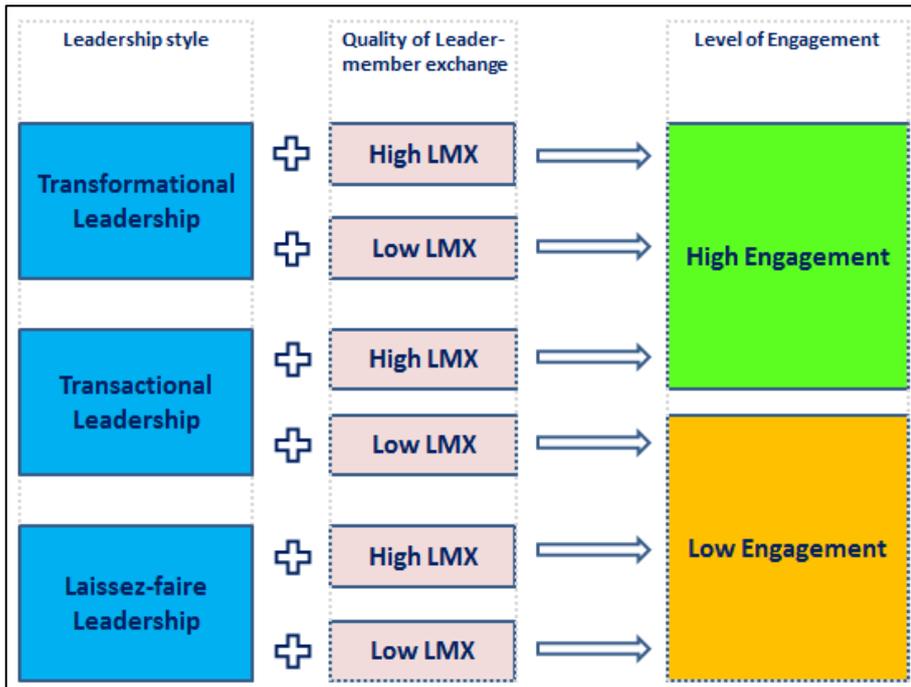
7.3.   Implications for management

The quality of leader-member exchange is important as a possible management tool to be effectively used in improving employee engagement. This exchange has always been exercised through informal means of in-group and out-group practices. Findings from the study suggest that the importance of LMX in improving employee engagement make it imperative for organisations to focus on employing, developing and rewarding leaders for forming high quality relationships with their employees.

The results of the study thus show that social interaction between leaders and employees lead to increased energy in the workplace and willingness of employees to do more than what is expected from them. Organisations should therefore consider providing relationship training as part of their leadership development programme and provide formal engagement platforms between employees and managers. Assessment of compatibility between leaders and employees could be done effectively before a new leader is allocated to lead a new group.

Leaders should make an effort to challenge and influence employee perceptions about them for the better. An employee's perceptions of a leader are formed through the employee's beliefs and assumptions about the behaviours that characterise effective leadership (Tyler C Burch, 2014). Through this understanding, supervisors may adapt

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their behaviour to what the employee would prefer, thereby influencing expectations and improving engagement (Tyler C Burch, 2014).

Leadership styles such as laissez faire leadership style have a strong negative impact on engagement. Organisations have been actively encouraging the recruitment of managers with transformational and transactional leadership styles through the use of psychometric assessments. Very little effort has been put into ensuring that the laissez-fair style of leadership is screened out through testing. Organisations should start testing and screening all prospective candidates for managerial positions and eliminate those with a higher likelihood towards a laissez-fair style of leadership. A similar screening should be used on existing leaders and a training programme to change leadership styles away from laissez-faire could be considered.

There is a new trend towards allocating traditionally male-dominated positions to females who have very little literacy. Although the leadership style for both genders was similar, managers seem to experience challenges forming quality relationships with female employees, due to cultural differences and preference. A research study conducted by Tsui and O'Reilley (1989) concluded that mixed gender relationships between employees and supervisors result in poor performances when compared to the same gender arrangement (Malangwasira, 2012). Management could explore options to include female employees in their in-groups in order to   improve engagement.

7.4.   Limitations of the research

The research conducted has achieved its intended objective of providing answers as laid out in chapter 3. However, the scope of the research had some limitations which by virtue of their importance can receive further attention in future.

The study was conducted in the platinum mining sector in South Africa. Several recent developments in this sector may have had an impact in the results and the researcher now introduces those limitations:

- The history of the mining industry in South Africa has a racial legacy, which although reduced, is still in existence in some mining operations. The effect of the racial aspect on the results was not assessed, but is understood to have the potential to influence the results in some way.

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- The platinum mining sector recently experienced an industrial action that lasted for more than five months. This strike affected the relationship between leadership and employees which might have influenced the results.
- Commodity prices are currently at the lowest level for the past 10 years. As a result, two of the mines surveyed are in the process of retrenchment. The effect of the retrenchment process may have had a direct effect on the emotional state of employees, their perception of supervisors, their perceived quality of relationships with supervisors and the level of engagement. These factors may have influenced the results.
- The number of people employed in the platinum mining sector is only 25% of the total South African mining labour. Even though the surveys were conducted in the top three mining companies, not all platinum mines were surveyed. This implies that the sample taken might not necessarily be a true reflection of the population intended for the survey.

Despite the above factors, the results obtained were found to be a good reflection of, and sufficiently suited to, the platinum mining sector in South Africa. This research may however not be directly applicable to other sectors of industry.

Only one level of supervision was chosen for the sample. This was done to achieve and eliminate dimensions that could introduce complexity of the results, such as level of education, knowledge worker, etc. The results are therefore limited to the level of employees surveyed. Employees at management levels may have different preferences to the ones on the survey and would therefore produce a different set of results.

All the mines surveyed were in the North West Province. The impact of culture and ethnicity will therefore not be a true reflection of South African cultural diversity as a whole. The area identified has a variety of migrant labour from other SADC countries and this might have introduced new behavioural patterns which were not tested.

7.5. Suggestions for future research

Quality of a leader member exchange (LMX) was found to have the greatest effect in improvement of the level of engagement of employees. Literature outlines that the approach to development of LMX is that supervisors will play an active and leading role in developing relations with their employees through the process of exchange (Kunze & Phillips, 2011). The leadership style that creates strong and lasting exchange relationships could not be established from literature. It could not be established

whether the ability to create and maintain strong exchange relationships is a skill that supervisors can be trained to adopt, or is a natural skill. Further research could evaluate the link between leadership style and the development of LMX, the method that can be used to develop an individual's abilities to create strong lasting exchange relationships.

Employee engagement is directly affected by the quality of employees' relationships with their supervisor, whether good or bad. Supervisors create these relationships through the exchange of favours, relations of changing excellence with their juniors, and thus provide them with varying levels of support and rewards, corresponding to these different relations (Kunze & Phillips, 2011). The quality of a leader-member exchange can result in the formation of a psychological contract of breach and violation (Kunze & Phillips, 2011). Theory suggests that supervisors play a significant role in the formation of these perceptions (Kunze & Phillips, 2011). Since this process of creating relationships of exchange with employees was always led by supervisors, employees are on the receiving end for selection or exclusion from these relationships without much recourse. Further research could evaluate the means employees could use to lead the creation of relationships with supervisors and ensure that they influence the process rather than to wait for selection to in-groups or otherwise.

Laissez-fair leadership style was found to be the single most destructive factor when it comes to the engagement of employees. It could not be identified from literature if leadership style is an inherent natural behaviour, or if people can be trained to change or improve their leadership style. Further research could evaluate if it is possible to change the leadership style of supervisors from a lesser one to a more desirable one and what methods can be used to change leadership style e.g. training.

Since the research was conducted in the mining sector in South Africa, it is therefore limited to the environment and conditions of the South African mining sector. Further research in a different sector within South Africa to test the same argument could assist in confirming the validity of the results. Further research in another country or another sector could assist in verifying whether results obtained were consistent and can be replicated in a different environment and context, perhaps in agriculture.

7.6. Conclusion

The study has demonstrated that transformational style of leadership has a great impact on engagement of employees. This is found to be substantially enhanced by the existence of a high quality relationship between employees and supervisors. Valuable insight into the emergence, characteristics and behaviours of these leaders that could be used in leader selection, promotion and development has been provided.

The study also provided valuable information regarding the destructive nature of a laissez-fair style of leadership, and for organisations to actively guard against recruitment of such leaders. The study further provided insight into the importance of high quality relationships between leaders and employees, and the importance of actively encouraging these through incentive schemes and rewards.

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MEMORANDUM

LONMIN

To:	HR Executive Anglo Platinum		
FROM:	Mthembeni Gigaba	OUR TEL NO.	(014) 571 3000 / 0787729963
DATE:	2015/07/23	OUR REF:	Permission Anglo Platinum
SUBJECT:	REQUEST PERMISSION TO CONDUCT RESEARCH SURVEY		

Lonmin Platinum
34 Melrose Boulevard
1st Floor
Building 13
Melrose Arch
Melrose North
2196
Republic of South Africa

PO Box 90001
Sloane Park 2152
Gauteng
Republic of South Africa

T: +27 (0) 11 218 8300
F: +27 (0) 11 218 8310
www.lonmin.com

Good Day

I hereby request permission to distribute a survey to your employees employed as miners in the organisation.

I am doing MBA studies at Gibbs business school and currently busy with the research project to that effect. My research topic is "*The impact of leadership style on employee engagement in the platinum mining sector in South Africa*". As part of data collection for the research I need to send the attached questionnaire to miners from Anglo platinum, Impala and Lonmin mines. The questionnaire will be distributed through a Survey Monkey and your miners can access and complete it at their own convenient time.

Should you have any questions pertaining to this letter, do not hesitate to contact me.

Your assistance will be highly appreciated.

I have attached the questionnaire for your perusal.

Regards

Mthembeni Gigaba
Lonmin - Process Division

Approve / Decline

Anglo Platinum Management
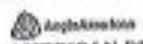
ANGLO AMERICAN PLATINUM
Demo Roodt
2015 -07- 2 4
HR Manager
Thembelani Mine

APPENDIX B: Permission to conduct Survey Impala Platinum

**Gordon Institute
of Business Science**
University of Pretoria

To:	The HR Executive		
From:	Mthembeni Gigaba	Our Tel. No.	0787728663
Date:	2015/06/18	Our Ref:	Permission Impala Platinum
Subject:	REQUEST PERMISSION TO CONDUCT RESEARCH SURVEY		

Good Day

I hereby request permission to distribute a survey to your employees employed as miners in the organisation.

I am doing MBA studies at Gibbs business school and currently busy with the research project to that effect. My research topic is *"The Impact of leadership style on employee engagement in the platinum mining sector in South Africa"*. As part of data collection for the research I need to send the attached questionnaire to miners from Anglo platinum, Impala and Lonmin mines. The questionnaire will be distributed through a Survey Monkey and your miners can access and complete it at their own convenient time.

Should you have any questions pertaining to this letter, do not hesitate to contact me.

Your assistance will be highly appreciated.

I have attached the questionnaire for your perusal.

Regards

Mthembeni Gigaba
MBA Student GIBS Business School

Approve / Decline

Impala HR Executive

APPENDIX C: Permission to conduct Survey Lonmin Platinum

MEMORANDUM

To:	Mr. Abey Kgotle		
From:	Mthembeni Gigaba	Our Tel No.	(014) 571 3000 / 078 7726863
Date:	2015/07/23	Our Ref:	Permission Lonmin Platinum
Subject:	Request permission to conduct research survey		

Lonmin Platinum
34 Melrose Boulevard
1st Floor
Building 13
Melrose Arch
Melrose North
2106
Republic of South Africa

PO Box 96811
Sloane Park 2152
Gauteng
Republic of South Africa

T: +27 (0) 11 218 8300
F: +27 (0) 11 218 8310

www.lonmin.com

Good Day

I hereby request permission to distribute a survey to your employees employed as **miners** in the organisation.

I am doing MBA studies at Gibbs business school and currently busy with the research project to that effect. My research topic is *"The impact of leadership style on employee engagement in the platinum mining sector in South Africa"*. As part of data collection for the research I need to send the attached questionnaire to miners from Anglo platinum, Impala and Lonmin mines. The questionnaire will be distributed through a Survey Monkey and your miners can access and complete it at their own convenient time.

Should you have any questions pertaining to this letter, do not hesitate to contact me.

Your assistance will be highly appreciated.

I have attached the questionnaire for your perusal.

Regards

Mthembeni Gigaba
Lonmin - Process Division

Approve / Decline

Mr. Abey Kgotle

Directors: D Kenau (Chairman), R Magara, T T Ncube and S J Scott
Company Secretary: F McElligot
Lonmin Platinum comprising Western Platinum Limited (Reg. No. 1963/00358906) and
Eastern Platinum Limited (Reg. No. 1967/07029406)

APPENDIX D: Ethical Clearance Approval Letter

Gordon Institute of Business Science

University of Pretoria

Dear Mthembeni Gigaba

Protocol Number: Temp2016-01038

Title: The impact of leadership style on employee engagement in the platinum mining sector in South Africa

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

You are therefore allowed to continue collecting your data.

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

Kind Regards,

Adele Bekker

APPENDIX E: Research Questionnaire

RESEARCH QUESTIONARE

Candidate Information

Date: _____

Company	Anglo Platinum ☐	Lonmin Plats ☐	Impala Plats ☐		
Gender & Age	male ☐	Female ☐	Age ☐	Years Employed ☐	
Race	African ☐	Indian ☐	Coloured ☐	White ☐	Other_____
Country of Origin	South African ☐	Mozambique ☐	Botswana ☐	Lesotho ☐	Zimbabwe ☐

The person I am reporting to...................	Frequently	Often	Sometimes	Seldom	Not at all
1. Provides me with assistance in exchange for my efforts					
2. Re-examines critical assumptions to question whether they are appropriate					
3. Fails to interfere until problems become serious					
4. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards					
5. Avoids getting involved when important issues arise					
6. Talks about their most important values and beliefs					
7. Is absent when needed					
8. Seeks differing perspectives when solving problems					
9. Talks optimistically about the future					
10. Instills pride in me for being associated with him/her					
11. Discusses in specific terms who is responsible for achieving performance targets					
12. Waits for things to go wrong before taking action					
13. Talks enthusiastically about what needs to be accomplished					
14. Specifies the importance of having a strong sense of purpose					
15. Spends time teaching and coaching					
16. Makes clear what one can expect to receive when performance goals are achieved					
17. Shows that he/she is a firm believer in "If it ain't broke, don't fix it."					
18. Goes beyond self-interest for the good of the group					
19. Treats me as an individual rather than just as a member of a group					
20. Demonstrates that problems must become chronic before taking action					
21. Acts in ways that builds my respect					
22. Concentrates his/her full attention on dealing with mistakes, complaints, and failures					
23. Considers the moral and ethical consequences of decisions					
24. Keeps track of all mistakes					
25. Displays a sense of power and confidence					
26. Articulates a compelling vision of the future					
27. Directs my attention toward failures to meet standards					
28. Avoids making decisions					
29. Considers me as having different needs, abilities, and aspirations from others					
30. Gets me to look at problems from many different angles					
31. Helps me to develop my strengths					
32. Suggests new ways of looking at how to complete assignments					
33. Delays responding to urgent questions					
34. Emphasizes the importance of having a collective sense of mission					
35. Expresses satisfaction when I meet expectations					
36. Expresses confidence that goals will be achieved					

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The person I am reporting _____	Frequently	Often	Sometimes	Seldom	Not at all
37. Is effective in meeting my job-related needs					
38. Uses methods of leadership that are satisfying					
39. Gets me to do more than I expected to do					
40. Is effective in representing me to higher authority					
41. Works with me in a satisfactory way					
42. Heightens my desire to succeed					
43. Is effective in meeting organizational requirements					
44. Increases my willingness to try harder					
45. Leads a group that is effective					

My relationship with my Supervisor					
1. Do you know where you stand with your supervisor and how satisfied he is with what you do?	Very Often	Fairly often	Someti mes	Occasion ally	Rarely
2. How well does your Supervisor understand your job problems and needs?	A Great deal	Quite A bit	A Fair amount	A Little	Not at all
3. How well does your Supervisor recognize your potential?	Fully	Mostly	Moder ate	A Little	Not at all
4. What are the chances your supervisor would use his Authority and power to help you solve problems in your work?	Very High	High	Moder ate	Small	None
5. what are the chances that your supervisor would "bail you out" at his or her expense?	Very High	High	Moder ate	Small	None
6. Do you have enough confidence in your supervisor for you to defend and justify his or her decision if not present to do so himself?	Strongly Agree	Agree	Neutra l	Disagree	Strongly Disagree
7. How would you characterize your working relationship with your Supervisor?	Very Effective	Above Average	Averag e	Below Average	Very Ineffective

My Engagement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. I focus hard on my work					
2. I concentrate on my work					
3. I pay a lot of attention to my work					
4. I share the same work values as my colleagues					
5. I share the same work goals as my colleagues					
6. I share the same work attitudes as my colleagues					
7. I feel positive about my work.					
8. I feel energetic in my work					
9. I am enthusiastic in my work					

Comments

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