

SOLEMN DECLARATION - GROUP ASSIGNMENT**Solemn declaration by students**

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We hereby declare that the assignment which we herewith submit to the North-West University as partial completion of the requirements set for the MBA degree, is our own work.

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DATE: 14 September 2020

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INTRODUCTION

Leadership remains one of the most contested topics in the 21st century. Maybe it is necessary to define the concept and give meaning. Leadership is many things to many people. The proper definition of leader is House et al (1999, cited in Yukul, 2012: 21) defines leadership as "the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organisation. Leadership of morals is classified as ethical and servant leadership. This report seeks to test the relationship between moral leaders in relation to ethical leadership and servant leadership, motivation and employee attitudes towards them.

This section is followed by literature review where in-depth knowledge including characteristics of an ethical and servant leader, followed by methodology adopted for this study. Next is the analysis of the results, limitation of the study, recommendation and conclusion.

LITERATURE REVIEW

Definition of Terms:

Ethical Leadership: Ethical Leadership is defined as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision making (Brown, Trevino, & Harrison, 2005:120). Treviño et al. (2003 cited in Hassan, et al., 2013) state that ethical leaders communicate ethical standards, model ethical behaviour and hold followers accountable for the ethical actions.

According to Brown and Trevino as cited by Hassan (2013: 133) defines ethical leaders as leaders that are thought to be honest and trustworthy. Brown and Trevino as cited by Hassan (2013: 133) as stated in Hassan further urges that ethical leaders were seen as fair and principled decision-makers who care about people and the broader society, and who behave ethically in their personal and professional lives and ethical leaders are altruist, honest, trustworthy, principled and care for their followers and society. As generally known that trust is at the heart of relationship, this leadership type is generally dependent on trust, followers fully trust the leaders.

Servant Leadership: Servant leadership is a leadership philosophy in which the main goal of the leader is to serve. This is different from traditional leadership where the leader's main focus is the thriving of their company or organizations. The servant leader is determined by creating within the organization prospects within the organization to assist followers to grow (Luthans and Avolio 2003).

Motivation: The force that energizes behaviour, gives direction to behaviour and underlies the tendency to persist. To achieve goals, people must be sufficiently aroused and energetic, must have clear focus and must be willing and able to commit their energy for a long enough period of time to fulfil their aim (Hellriegel, et al 2012:407).

Attitude: Attitude represent evaluative statement or beliefs about something or someone, it is always directed to a target and represent the degree to which that target is perceived favourably or unfavourably (Woods, et al, 2015:88)

Characteristics of both Ethical and Servant Leadership

Ethical leaders: are altruist, honest, trustworthy, principled and care for their followers and society. Ethical leaders grow people through mentorship and training. Ethical leadership is more concern about follower's growth. Since ethical leaders' practice what they preach to the followers, the employees are normally motivated to follow suit. Ethical leadership does provide employees, grounds to perform well but with strong organisational values the effect of leadership on employees' performance elevates to another level (Awais, Qureshi & Timsal, 2016: 590). Laima & Ufartiene (2017:45) further argues that ethical leadership is expected to have a positive relationship with employee job performance. The behavioural ethics literature suggests that ethical leaders influence the ethics of the employees (Burner & Greenbam, 2018).

The research of Kottke and Pelletier (2016) showed that employees who rate their leaders as ethical also rate those leaders as having more effective leadership styles and these results support the mounting evidence that ethical leadership is inexorably bound to follower perceptions of good leadership and thus it is true that employees' motivation is influenced by leader 's ethics. It seems like the ethical leadership contributes towards

a positive impact and attractive because they demonstrate care, concern, and fair treatment of their followers.

Servant leadership: It brings about an element of social responsibility to the transformational leadership (Greenleaf 1977). It puts more emphasis on the needs of followers (Patterson 2003). It also emphasizes the ideal of service in the leader – follower relationship. Servant leader is truly concerned with serving followers (Greenleaf 1977). Laub (1999) asserts that, servant leaders empower and develop people, they show humility, are authentic, accept people for who they are, provide direction, and are stewards who work for the good of others. Conger (1999) further attests that the main objective of servant- leader is to empower others with the view of fostering a proactive, self- confident attitude among followers and provide them with a feeling of personal power and encouraging personal development. According to Patterson (2003) strongly value the contributions of others. McCullough et al. (2000), highlight that servant leader has the ability to let go of wrongdoings and do not bear grudge. Ferch (2005) attests that servant leaders welcome mistakes and followers know that they will not be punished.

Ethical leadership and Attitudes of employees

According to Yanik (2018) ethical leaders effectively use instruments such as punishment, reward, and promotion that are necessary to influence employees' attitudes and behaviours. Some of the benefits of ethical leadership are trust-based relationships within the organization, ethical culture, ethical climate, and covetable employee attitudes towards to organization like organizational citizenship behaviour, commitment, and satisfaction from job. The recent studies have shown that being an ethical leader is positively associated with the principal work-related employee attitudes and behaviours. It will be critical to state that employers of today have a strong desire to choose and develop ethical leadership in their company because of the ethical leadership behaviours' unique benefits for the organization (Brown and Treviño, 2006:595). There is a valid relationship between ethical leadership and the motivation and attitude of the employees.

Servant leadership and Attitudes of employees

Given the Characteristics above, it is noticed that self-actualization, follower job attitudes, performance and organizational outcomes are the at the centre of servant leadership. Self-actualization is a central motivator in a person's life (Meyer et al.2008). According to Van Drierendonck (2001), servant leadership emphasizes self-actualization of others by activating their thought process through goal centred growth and looking for opportunities to realise their aspirations. Laub (1999) assert that job attitudes follow the extent of employee's attitudes towards their job satisfaction, organizational commitment, empowerment and engagement. *Ethical leadership & employee attitudes ?*

RESEARCH METHODOLOGY AND DESIGN

All good research studies are developed on a good foundation and effective research design. According to De Wit (1997:10) this activity helps the researcher identify the most suitable paradigm to be used, the methods of research to be used, and the type of research instrument, sampling plan as well as the types of data within the population of the area of the study. This section aims to discuss the research design and methodology that is most appropriate for this study.

Research Paradigm

Saunders, Lewis and Thornhill (2019:140) define a paradigm as a set of taken for granted assumptions which underwrite the frame of reference, mode of theorising, and ways of working in which a group operates.

From the five existing ~~paradigms~~ for business and management research, this study employed the ~~positivism research paradigm~~. The paradigm was appropriate as the study followed a quantitative research approach, in collecting data the researchers aimed to collect data in its purest form eliminating any form of human influence or bias. At no given point did the researchers engage with the respondents about their responses or even attempt to assist them in filling the questionnaire. This was relevant to the study as it helped detach the researchers' opinions from the study.

Research Method

Ndang (2017:10) states that quantitative research usually consists of the generation of primary data from large scale surveys to generalise the outcome to a wider population. This study followed a quantitative research approach, to objectively gather data allowing questions to be answered about relationships between measurable variables. Furthermore, the method was best suited for the large sample size.

Population and sampling

The population of a research project is the class from which the researcher selects the sample (Kumar, 2012:194). The population of this study is employees from different organisations in South Africa.

Sampling as defined by Cooper and Schindler (2006:434) is the process of selecting elements within the population, either by a probability method, non-probability method or the combination of both methods. The study used the simplified random sampling *method* to collect data, the survey link was sent electronically to individuals selected randomly.

Data collection method

According to Ndang (2017:11) three methods of data collection exist, which are data collection by experimentation, interview and data collection via survey. This study collected data through the use of a survey.

Data analysis

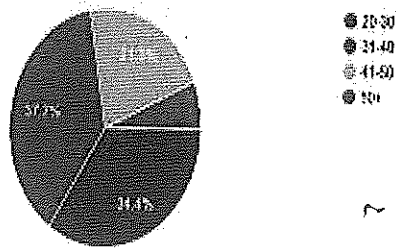
The survey was populated through the use of Google forms. Pie charts and graphs were derived from the responses. These graphs and charts were used to properly analyse data received from responses.

ANALYSIS OF THE RESULTS

Section A: Demographics

Age

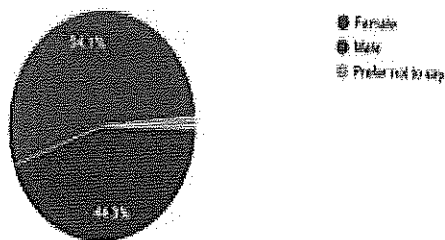
Indicate your age
61 responses



The survey suggests that the majority of the respondents are between the ages of 31 to 40 years sitting at 37.7%. Followed by age 20 to 30 sitting at 34.4%. Followed by ages 41 to 50 at 21.3%.

Gender

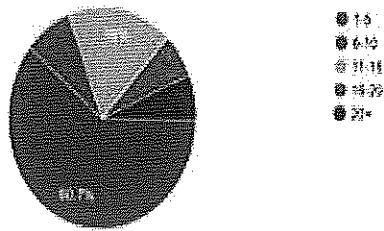
Gender
61 responses



54.1 % of the respondents are male, with females only at 44.3%. Followed by 1.6 % of the respondents who preferred not to say.

Number of years employed at the current company

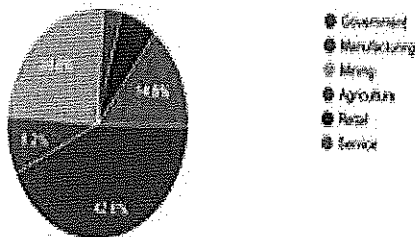
How many years have you been employed by this company?
51 responses



A majority of the respondents (60.7%) has been with their current employer for a period of 1 to 5 years. Followed by 18 % of the respondents who have been with their current employer for 11-15 years. 8.2% of the respondents have ben with their respondents for 6 to 10 years.

Economic Sector

Economic Sector
51 responses



The survey indicate that the majority of the respondents came from the government sector with a percentage 42.6%. Followed by the mining industry at 24.6%, services follow at 14.8%.

Section B: Ethical Leadership (Refer to annexure A for responses)

Definition

Ethical Leadership is defined as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision making (Brown, Trevino, & Harrison. 2005:120).

The majority of the respondents are of the opinion that their managers are ethical and show concern for ethical and moral values by setting examples of ethical behaviour in their decision making and actions. Furthermore, they communicate clear ethical standards for their members. The findings of the survey on ethical leadership indicate a positive outcome of the type of leaders that is required in the current South African climate where we are battling with ethical leadership. Especially given that the majority of the respondents were from public sector where ethical leadership is strongly required.

Section C: Servant Leadership (refer to annexure B for responses)

The survey highlights that the majority of the respondents are of the opinion that their managers display characteristics of servant leadership. According to the responses the managers invest time and energy developing others' potential and consider the effect of organizational decisions on the community. In addition, they effectively think through complex problems and maintain high ethical standards. The managers also recognize employee low moral without asking similarly they serve others willingly with no expectation of a reward.

Section D: Work Involvement (refer to annexure C for responses)

The results show an interesting finding where the respondents had different views on their work involvement. Some respondents found the questions to correspond exactly with their work involvement when some disagreed to the latter. Majority of the respondents do not understand why they are provided with unrealistic working conditions, while the majority is of the opinion that achieving difficult tasks gives them satisfaction because they want to be winners in life.

Section E: Satisfaction with work (refer to annexure D for responses)

According to the survey a lot of responses show that they are satisfied with their work and organization. The respondents strongly agree with the competence of their supervisors to make decisions as well as company policies being put into practice. In addition, responses show that employees agree that their remuneration is in line with their line of work, they also have the freedom to exercise their own judgement. Most

respondents are satisfied with their work conditions and there is a general positive working culture amongst co-workers.

Section F: Commitment (refer to annexure E for responses)

The results of the survey show a direct link between work satisfaction and commitment. The respondents take the organizations problems as their own, they feel included and emotionally attachment to the organization.

MANAGERIAL IMPLICATIONS

Based on the responses from the sample selected, it was noted majority of the respondents are government employees which is 44%. The survey further revealed that in the respondent's opinion, the kind leadership we have met the criteria of ethical and servant leadership. This may not be the true reflection of the current state of affairs in the country especially in the government sector taking into consideration all the enquires that the county is holding including Zondo commissions. *Proof? (Source?)*

LIMITATIONS OF THE STUDY

The survey was too long therefore people were rushing to complete the survey which may have influences the responses negatively.

RECOMMENDATIONS

- The Purpose of the survey was to assess the state of leadership within South Africa, the selected sample was from all over the country and majority of the respondents are in government.
- Based on the responses of the survey, it appears that majority of respondents are satisfied with the type of leadership within their organization as well as work involvement, commitment which in turn leads to work satisfaction.
- This is not in line with what is currently happening in the country with the state of state-run entities.

So what do you recommend?

CONCLUSION

Based on the study conducted, we found that there is an existing positive relationship between moral leadership, employee attitude and motivation. The outcomes of this study support the arguments made by Hassan (2013: 133) and Ufartiene (2017: 2) that ethical leadership provide employees, grounds to perform well and that ethical and servant leader have a positive relationship with employee job performance and attitude towards their job. Ethical and servant leadership is therefore necessary in both the South African corporate and public sector.

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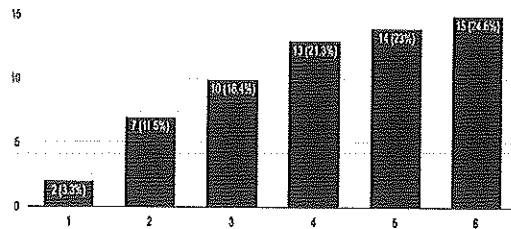
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ANNEXURES

Annexure A: Ethical leadership (section B)

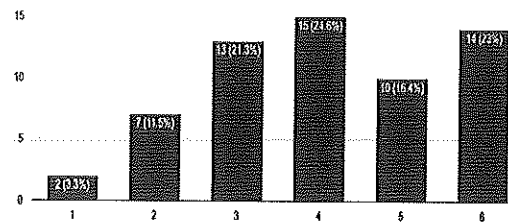
Shows a strong concern for ethical and moral values.

61 responses



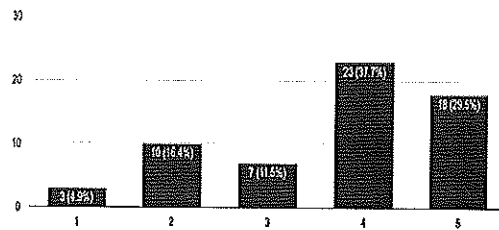
Communicates clear ethical standards for members

61 responses



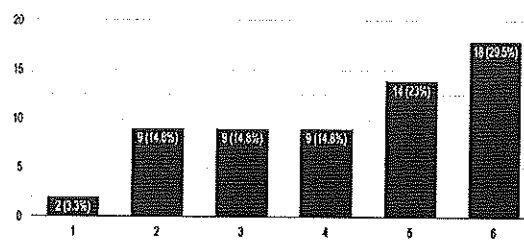
Sets an example of ethical behaviour in his/her decisions and actions

61 responses



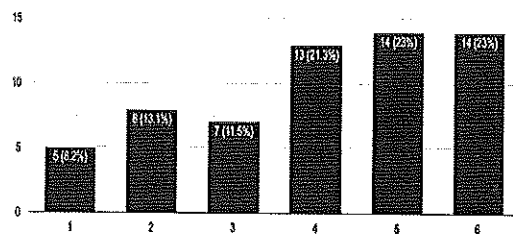
Is honest and can be trusted to tell the truth.

61 responses



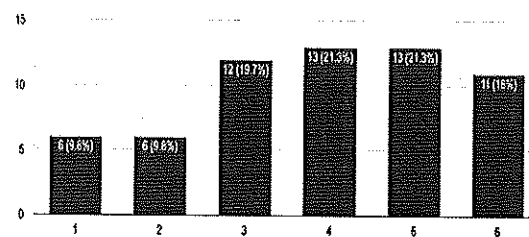
Keeps his/her actions consistent with his/her stated values ("walks the talk").

61 responses



Fair and unbiased when assigning tasks to members

61 responses



Lesejane_Mkutano Consulting_Marks

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Section	Maximum	Mark
Introduction	5	4
Literature review	10	8
Research paradigm, approach and design	10	6
Sample characteristics	10	8
Data gathering method	10	4
Data analysis	10	4
Results	10	6
Managerial implications	10	2
Limitations	10	2
Recommendations	10	-
References	5	4
Total	100	56