

Leadership Group Assignment

Group Name : Proteas

Module : Leadership

Module Code : MBAD 821

Lecturer : Professor Leon Jackson

Due Date : 14 September 2020

Topic: Investigating the relationship between moral leadership, employee motivation and employee attitudes in South Africa

Names	Student numbers
Mojaki L. M	17035201
Diale B. T. T	16517288
Motsapi B. B	11700491
Itumeleng O	23111704
Tuabeng K. J	23903473
Diale O. K. B	26769743
Gaonnwe T. A	29799015
Qoma L.E	16198220

Declaration of own work: We declare that this assignment is our own work and that we have cited the sources from which we completed the assignment.

X

Table of Contents

List of Tables	ii
List of Figures	iii
1. Introduction	1
2. Literature Review	1
3. Research Methodology	3
3.1 Research Approach	4
3.2 Research Method	4
3.3 Research Design	4
3.5 Sampling Techniques	4
3.6 Population.....	4
3.6.1 Methods of collecting data	5
3.7 Data analysis	5
4. Managerial implications.....	8
5. Limitations of the study	9
6. Recommendations	9
7. References	10
Annexure 1: Analysis of study demographical information	12
Annexure 2: Ethical leadership variables analysis.....	14
Annexure 3: Servant leadership variables analysis	17
Annexure 4: Work involvement analysis	23
Annexure 5 : Work Satisfaction analysis	26
Annexure 6: Analysis of employee commitment.....	29

List of Tables

Table 1 Relationship between moral leaders, motivation, job satisfaction and commitment ..	6
Table 2 Influence of moral leaders behavior on employees work involvement	7
Table 3 Influence of moral leaders behavior on employee's job satisfaction.....	7
Table 4 Influence of moral leaders behavior on employees commitment	8

List of Figures

Figure 1 The theoretical model of the relationship between ethical and despotic leadership. .	2
Figure 2 Gender of respondents	12
Figure 3 Age of respondents	12
Figure 4 Number of years worked at the company	13
Figure 5 Economic Sector	13
Figure 6 Strong concern for ethical and moral values.....	14
Figure 7 Communicates clear ethical standards.....	14
Figure 8 Fair and unbiased when assigning tasks.....	15
Figure 9 Acknowledges mistakes and takes responsibility for them	15
Figure 10 Fair and objective when allocating tasks	16
Figure 11 Recognizes when employee morale is low without asking.....	17
Figure 12 Ensures greatest decision-making control given to employees most affected by the decision.....	17
Figure 13 Considers the effects of organisational decision on the community	18
Figure 14 Encourages a spirit of cooperation among employees	18
Figure 15 Sacrifice personal benefits to meet employees demands	19
Figure 16 Serves other willingly with no expectation of reward.....	19
Figure 17 Display interest in learning from employees, regardless of their level in the organisation	20
Figure 18 Welcomes ideas and inputs from employees at all levels of the organisation	20
Figure 19 Inspires employee trust	21
Figure 20 Values integrity more than profit or personal gain.....	22
Figure 21 For the income it provides	23
Figure 22 Fundamental part of employees	23
Figure 23 Attaining certain goals	24
Figure 24 Satisfaction experienced when successful at doing difficult tasks.....	24
Figure 25 Satisfaction experienced from taking on interesting challenges	25
Figure 26 Chance to do different things from time to time	26
Figure 27 Competence of supervisor in making decisions.....	26
Figure 28 Chance to do something that makes use of own abilities	27
Figure 29 The way company policies are put in place	27
Figure 30 The feeling of accomplishment.....	28
Figure 31 I would be happy to spend the rest of my career with this organisation	29
Figure 32 Feeling like part of the family in this organisation	29
Figure 33 Feeling of strong sense of belonging to the organisation.....	30
Figure 34 The organisation has a great deal of personal meaning for me	30

1. Introduction

This assignment aims to scrutinize the relationship between moral leadership on employee attitudes. The term Moral Leadership resonates for that people see the necessity for a broader understanding of what good leadership is. Integral in the word "moral" is the notion of right and wrong. Defining what the right thing is has proven, to a certain degree, elusive in the face of conflicting needs. It involves reflection, critical thinking, and some vigorous discussion with various individuals, which takes a lot of work and an exceptional ability to lean into the discomforts of uncertainty, ready to explore and learn. This assignment followed the research like structure to investigate the diverse perceptions of people on moral leadership. A total number of 80 questionnaires were circulated to the participants, and results were analyzed through statistical approaches. In the end, implications were presented, and recommendations were made.

2. Literature Review

Qing *et al.* (2019) in their study, contended that psychological empowerment sturdily facilitated the influence of ethical leadership on affective assurance and partly mediated the relationship with employees' job satisfaction. Ethical leaders by the approach of empowering followers might enhance their level of fulfilment and more significant pledge to the organisation and the findings taken together; provide greater understanding into ethical leadership studies that inform steps the ethical behaviours may promote in public organisations.

In the study examining the relationship of ethical leadership, organisational commitment and job satisfaction, it was concluded that ethical leadership does have positive encouragement to organisational commitment and job satisfaction and that organisational commitment has positive encouragement to job satisfaction. The organisational commitment was found to play a mediator role at ethical leadership and job satisfaction, and as such, the effect of ethical leadership integrated with an organisational commitment to job satisfaction is significant. Ethical leaders provide job satisfaction to employees and enhance organisational commitment (ÇELİK *et al.*, 2015:59).

Moral manager and person as an ethical leader can touch followers' behaviours and attitudes. Ethical leaders, through relationships with followers and the leader influence impact, can foster positive employee behaviours and attitudes. Ethical leaders improve follower and organisational performance. Ethical leadership theory maintains the principle that ethics and performance are harmonious concepts. Ethical leadership encourages positive employee

behaviours and attitudes that result in job satisfaction and organisational commitment (Yates, 2014:11-12).

Considering the importance of ethical leadership in encouraging beneficial employee attitudes and behaviour, the public sector organisations should favour the development of ethical leadership capabilities. Furthermore, ethical leadership should be integrated into their development practices and leadership assessment. Limited subjects to be included in leadership development programs are role modelling of ethical behaviour, ethical awareness, and the significance of trusting relationships to influence employee attitudes and behaviour. All prospective exercises may be identified in research ways to facilitate and support ethical leadership in government organisations.

Ethical leadership is critical for perceived upper management team effectiveness and managed optimism on the future of the organisation. The organisational context matters for some forms of ethical and unethical leader behaviour and their effects (Hoogh & Hartog, 2008:309).

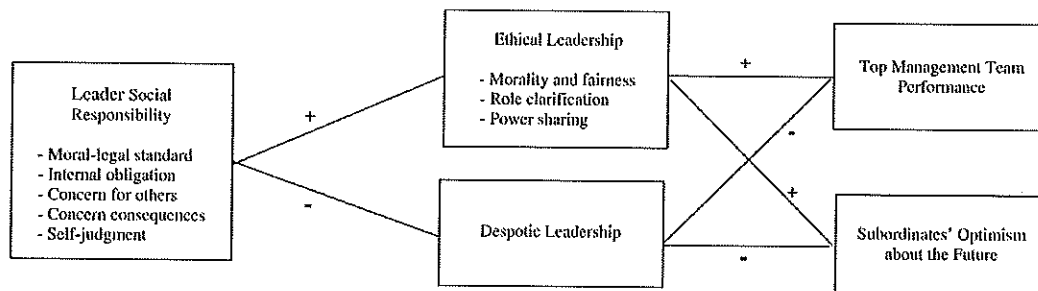


Figure 1 The theoretical model of the relationship between ethical and despotic leadership. (source?)

Highly effective transformational leaders behaviour elicit verbal contribution from their managed and complement behaviour whereas less effective transformational leaders suppress active inputs from their managed (Hooigeboom, 2019:184)

Ensuring the well-being of employees, that they can remain committed to the organisation is also another major challenge facing organisations today. There are high costs associated with employee turnover, and to deal with these costs, organisations have to strive to create a lasting bond between the employee and the organisation (Olesia & Namusonge, 2013:86). However, it is acknowledged among researchers that the role of leaders in ensuring excellent organisational performance and workers' commitment to work cannot be overemphasised (Akinola & Olumide, 2011:63). Servant leadership has drawn a lot of interest in the leadership literature in recent years, including increasing interest in the closeness between servant leadership and organisational commitment (Olesia & Namusonge, 2013:87).

Substantial behaviours of servant leaders are establishing relationships with subordinates, empowering subordinates, helping subordinates grow and succeed, behaving ethically, having conceptual skills, putting subordinates first, and creating value for those outside the organisation (Enrhart, 2004:62). These behaviours ensure a positive impact on employees as they become motivated to do their utmost best and remain committed to the organisation. There is a positive relationship between a servant leader and employee organisational commitment. Committed are less likely to quit and accept other jobs and are less likely to be tardy or absent from work. They will usually have good attendance records, demonstrate a willing adherence to company policies, and have lower turnover (Hamilton, 2005:876).

A study by Harwiki (2013:56) found that leadership styles influenced motivation and proved that there is a significant relationship between different leadership styles on employee motivation. Servant leadership is concerned with developing human resources, focusing on the leader's relationship with people, and his commitment to developing followers, and this motivates employees to commit to their work, thus achieving organisational goals (Mehta & Dubinsky, 2003:55).

Servant leaders also help employees to become better, serving others, innovate, and bring such new ideas that allow the organisation to grow competitively and adapt itself to the changing external environment. Thus employees committed to improving service quality is also very important to be developed or nurtured and far exceeds normal expectations in their work (Harwiki, 2013:56). According to a study by Khan and Zeeshan (2016:126), servant leader behavioural characteristics such as love for morals, humanity, trust, empowerment role, and being a visionary are motivational factors for employees to work hard in achieving organisational goals.

3. Research Methodology

The research methodology is the theoretical and philosophical assumption upon which research is undertaken (Mncayi, 2016:73). Researchers use different methods. However, the research methodology, which is to be used for a particular research problem, must always consider the type of data that will be collected in resolving the problem (Oates, 2006:81). This study has followed the positivist paradigm. Botha (2017:70) maintains that the positivist paradigm signifies the objective of a single reality which exists independent of human perceptions. As a result, the positivist research paradigm is based on the scientific method and referred to as the quantitative paradigm. The researchers seek to draw conclusions regarding the relationship between moral leaders, motivation, and employees attitudes from the information gathered from respondents.

3.1 Research Approach

The research approach is a strategy and procedure that entails the stages of broad assumptions to comprehensive methods of data collection, analysis, and interpretation (Chetty, 2016). The research approach taken is a deductive approach given the nature of the study and that the research seeks to test a theory that employees motivation and behaviour is affected by the leadership style.

3.2 Research Method

There are three research methodologies, according to different scholars, and these are Quantitative, Qualitative, and Mixed Methods researches. The quantitative method measures the relationship between variables. It tests theories or hypotheses and requires the researcher not to be involved by maintaining a distance to avoid biases (Cooper & Schindler, 2014:147). The study followed a quantitative approach because the researchers aimed to test the relationship between moral leadership, motivation, and employee behavior.

3.3 Research Design

The research design is the strategy and structure for investigation articulated to acquire solutions to research questions (Cooper & Schindler, 2014:68). There are various types of research designs, and these are, quassi-experimental group design, true-experimental design, and survey. The study has followed a cross-sectional survey, which, according to Abdulai and Ansch (2014:9), collection of data on relevant variables takes place within a relatively short time frame.

3.5 Sampling Techniques

Sampling techniques are procedures or methods used to measure a subset of the population under study (Ohei, 2014:52). There are two sampling techniques, and these are non-probability sampling and probability sampling. Simple random probability sampling was followed in collecting data. Any working individual stood a chance to be selected to participate in the study. The technique provides accurate estimations, and its relevance is determined by the methodology of this study, which is quantitative (Cooper & Schindler, 2014:84).

3.6 Population

The population is any group that includes all data the researcher is interested in, such as a complete set of objects, people, and observations (Cooper & Schindler, 2014:84). The targeted population for the research was any working individual. The study conducted using a sample of 80 working individuals. A sample is a subcategory or small fraction representing the

targeted population to be measured, observed, or counted for the study Bryman and Bell (2014:170). From the sample, 55% are female, 45% male, of which 69% work for government, 29% service, and 3% mining sector. In terms of age, 16.25% are between the ages of 20-30, 50% 31-40 years, 24% 41-50 years, 9% 51-60 years, and 1.25% are 61 years plus (See the attached Annexure 1).

3.6.1 Methods of collecting data

There are two main methods of collection when using survey design, and these are structured interviews and questionnaires (Bryman & Bell, 2014:191). Researchers of the study have used close-ended questionnaires to collect data from various respondents. A questionnaire is a set of questions, gathered and arranged in a systematic order, and provides the researcher with raw data to be evaluated and construed (Botha, 2017:86). Primary data was collected, which is first-hand information to be collected by the researcher on a specific field (Robin Bell, 2016:6). These questionnaires were self-administered to ensure controlling errors that might affect the outcomes of the study. However, the participants completed the questionnaires independently.

The questionnaire consisted of 165 questions that required respondents to tick the applicable option that applies to them on a five-point Likert scale. The questionnaire collected categorical data consisting of both nominal and ordinal data. The questionnaire used in this study was divided into six main parts:

- The first set of questions in the questionnaire focuses on getting the different demographics of the population that includes the age, gender and industry.
- The second section of the questionnaire measures the various characteristics of the manager's leadership style with regards to ethical leadership.
- The section of the questionnaire measures the various characteristics of the manager's leadership style with regards to servant leadership.
- The fourth section of the questionnaire measures works involvement.
- The fifth part of the questionnaire measures satisfaction with work.
- The sixth part of the questionnaire measures commitment

3.7 Data analysis

In line with the quantitative research methodology chosen, the information collected during the study was analysed using the Statistical Package for Social Sciences (SPSS) data was processed using descriptive statistics, Pearson's Correlation and Linear Regression Analysis.

Table 1 Relationship between moral leaders, motivation, job satisfaction and commitment

		Correlations			
		Show a strong concern for ethical and moral values	Because I want to be very good at this work; otherwise I will be very disappointed	I will be very happy to spend the rest of my career life with this organisation	Being able to do things that do not go against my conscious
Show a strong concern for ethical and moral values	Pearson Correlation	1	.389**	.359**	.306**
	Sig. (2-tailed)		.000	.001	.006
	N	80	80	80	80
Because I want to be very good at this work, otherwise I will be very disappointed	Pearson Correlation	.389**	1	.332**	.232*
	Sig. (2-tailed)	.000		.003	.038
	N	80	80	80	80
I will be very happy to spend the rest of my career life with this organisation	Pearson Correlation	.359**	.332**	1	.284*
	Sig. (2-tailed)	.001	.003		.011
	N	80	80	80	80
Being able to do things that do not go against my conscious	Pearson Correlation	.306**	.232*	.284*	1
	Sig. (2-tailed)	.006	.038	.011	
	N	80	80	80	80

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

* Correlation is significant at the 0.05 level (2-tailed).

Results: Table 1 shows that there is a statistical significance difference between moral leaders (represented by a strong concern for ethical and moral values), work involvement, and job satisfaction, at the significance level is at 0.05. The p-value for work involvement and job-satisfaction is 0.00, 0.01, respectively, and is less than the significance level of 0.05. As such, a null hypothesis that there is no relationship between moral leaders, work involvement, and job satisfaction is accepted. However, a study by Harwiki (2013:56) found that moral leadership styles influenced motivation, Satisfaction, and work commitment and proved that there is a significant relationship between moral leadership and the variables. On the other hand, the p-value for work commitment is 0.06, greater than the level of significance, 0.05. therefore, it means that the hypothesis stating that there is a relationship between moral leaders and work commitment is accepted, as there is insufficient evidence to reject the null hypothesis.

Table 2 Influence of moral leaders' behaviour on employees work involvement

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.160	5	7.432	4.427	.001 ^b
	Residual	124.227	74	1.679		
	Total	161.388	79			

a. Dependent Variable: Because I want to be very good at this work, otherwise I will be very disappointed

b. Predictors: (Constant), Models the behaviour he/she expects from others in the organization, demonstrates a clear understanding of how to attain organizational goals, Show a strong concern for ethical and moral values, Inspires employee trust, Is fair and objective when evaluating member performance and providing rewards

Results: Table 2 shows that the regression analysis predicts the dependent variable (Work involvement) very well. An indication of this is demonstrated by the significant level of 0.001, which is less than the P-value of 0.05. the regression model statistically significantly predicts the outcome variable if it is a good fit for the data. The results (p-value less than 0.05) show that predictors or independent variables (behavior and characteristics of moral leaders) influence employees' work involvement (dependent variable). Yates (2014:11) study has confirmed that for employees to be involved in the organisational work and desire to achieve set goals, moral leadership has an influence or plays a prerogative role.

$$R^2 = ?$$

Table 3 Influence of moral leaders behavior on employee's job satisfaction

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.295	5	1.659	2.352	.049 ^b
	Residual	52.193	74	.705		
	Total	60.488	79			

a. Dependent Variable: Being able to do things that do not go against my conscious

b. Predictors: (Constant), Models the behavior he/she expects from others in the organisation, Demonstrates a clear understanding of how to attain organizational goals, Show a strong concern for ethical and moral values, Inspires employee trust, Is fair and objective when evaluating member performance and providing rewards

Results: Table 3 shows that the regression analysis predicts the dependent variable (Job satisfaction) very well. An indication of this is demonstrated by the significant level of 0.049, which is less than the P-value of 0.05. the regression model statistically significantly predicts the outcome variable if it is a good fit for the data. As such, the null hypothesis stating that employee job satisfaction is not influenced by moral leadership is rejected. The results p at 0.049 (p-value less than 0.05) show that predictors or independent variables (behavior and characteristics of moral leaders) influence employees' job satisfaction (dependent variable). According to Enrhart (2004:62), behaviors of moral leaders are creating value for the organization because employees as satisfied with their work.

$$R^2 = ?$$

Goanwe_Proteas_Marks

MBAD 812 Leadership Group assignment 2020

Section	Maximum	Mark
Introduction	5	4
Literature review	10	10
Research paradigm, approach and design	10	10
Sample characteristics	10	8
Data gathering method	10	8
Data analysis	10	8
Results	10	6
Managerial implications	10	10
Limitations	10	2
Recommendations	10	6
References	5	4
Total	100	76