

Unethical decisions made by business leaders have caused serious harm to businesses, resulting in losses of profit, shareholder value, and consumer confidence, in increased regulatory risk, and even complete corporate collapses (Silverstein, 2013). For example, some believe that unethical conduct resulted in the collapses of Enron in 2001 and Taylor, Bean & Whitaker in 2009. Additionally, J. P. Morgan Chase & Company's recent conduct has reportedly cost them over \$16 billion in fines, settlements, and litigation expenses (Chikeleze, 2014). The Zondo commission of inquiry, malpractices in the public sector, and the collapse of Steinhof are all examples of the prominence of unethical decisions in South Africa. At heart of all of this is moral leadership (or the lack thereof). This has stimulated research on the issue on moral leadership. Many new morally focused approaches and theories of leadership have emerged in the literature, with nearly 300 articles in peer-reviewed journals that pertain to just three of these: ethical leadership (Brown, Treviño, & Harrison, 2005), authentic leadership (Gardner, Cogliser, Davis, & Dickens, 2011; Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008), and servant leadership (Liden, Wayne, Liao, & Meuser, 2014; van Dierendonck, 2011).

Moral leadership in organisations, is about keeping the organisation steadily going in the same direction. The moral nature of leaders is now seen by many as not only necessary for the good of society but also essential for sustainable organisational success (Freeman, Wicks, & Parmar, 2004; Gulati, Nohria & Wohlgezogen, 2010; Padilla, Hogan, & Kaiser, 2007). The research on *ethical leadership* has produced positive results, in relations to employees' attitude and behaviours, perceived leader effectiveness, commitment with job, organizational citizenship behavior, group learning, satisfaction with leader and trust (Brown, Treviño & Harrison, 2005; De Hoogh & Den Hartog, 2008; De Hoogh & Den Hartog, 2009; Kalshoven, Den Hartog, & De Hoogh, 2011; Mayer, Aquino, Greenbaum & Kuenzi, 2012; Mayer, Kuenzi, Greenbaum, Bardes & Salvador, 2009; Piccolo, Greenbaum, Hartog, & Folger, 2010; Walumbwa, Hartnell, & Misati, 2017). Similarly, empirical evidence suggests that *servant leadership* promotes followers' well-being by inducing a positive work climate (Neubert, Kacmar, Carlson, Chonko & Roberts, 2008; Jaramillo, Grisaffe, Chonko & Roberts, 2009b), thus generating *higher organizational commitment* (Cerit, 2010; Pekerti and Sendjaya, 2010), *higher employee job satisfaction* (Jenkins and Stewart, 2010) and lower employee turnover (Jaramillo et al., 2008, 2009). Empirical evidence confirms that supportive leadership is positively related to employee 's *intrinsic motivation* (Jaramillo & Mulki, 2008). Research (Guerrero, Lapalme & Séguin, 2015) seems to suggest that moral leadership enhance motivation and commitment through the emergence of a participative safety climate based on transparency and idea sharing. With regard to servant leadership research Hammermeister, Baldwin and Chase (2008) suggest that those who are guided by a servant leader exhibit higher degree of intrinsic motivation.

Although the relationship between ethical and servant leadership, motivation, and employee attitudes are firmly established, these relationship were not confirm in your environment. This assignment seeks to test the relationship between moral leaders [ethical leadership and or servant leadership, motivation and employee attitudes.

ASSIGNMENT INSTRUCTIONS

Given the information provided above, your group members are requested to each administer the attached questionnaire to 10 individuals (colleagues, friends, neighbours, network members with their consent) with employment experience. Secondly you need to capture the responses on a spreadsheet and analyse the captured the groups integrated data. You must report your results (including sample characteristics) by focussing on the descriptive statistics, relationships between these variables (correlations) as well as the role of leadership styles in employee attitudes (regressions).

YOUR REPORT

Your report, of not more than 10 pages including references should adhere to the following structure

- Introduction
- Literature review (ethical and / or servant leadership, motivation, job satisfaction and organization commitment)
- Research method (research approach; sample characteristics such as gender; age; race; economic sector where employed – therefore this should be part of the demographic section of your interview; data gathering tool and method; data analysis)
- Results
- Managerial implications
- Limitations of the study
- Recommendations and
- References

Please submit your report (and consent form, completed questionnaire and dataset in a spreadsheet) via Efundi on or before the due date.

USEFUL LITERATURE

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CONSENT LETTER

Dear Participants

Data Collection for MBA group assignment: “Investigating the relationship between moral leadership, employee motivation and employee attitudes in South Africa”

The general aim of this research is to investigate the relationship between moral (ethical and servant) leadership, and employee attitudes (affective commitment and job satisfaction) in a South Africa. You are now kindly requested to complete the attached questionnaire as accurately as possible. Your completion of this survey will provide us with the necessary data needed to complete our assignment. It is very important that you note that participation in this study is VOLUNTARY and that the information you provide will only be used for academic purposes. Your responses will be treated with utmost CONFIDENTIALITY and no answers and comments will be attributed to you in any way. If you have any questions about the study please contact the researcher

In addition,

- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that I will not benefit directly from participating in this research.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous.
- I understand that if I inform the researcher that myself or someone else is at risk of harm, they may have to report this to the relevant authorities, they will discuss this with me first but may be required to report with or without my permission.
- I understand the purpose of the study and no feedback will be given to participants.
- I understand that under freedom of information legalisation I am entitled to access the information I have provided at any time while it is in storage as specified above.
- I understand that I am free to contact the researcher of this study to seek further clarification and information.

Participant's Signature: _____

Date: _____

QUESTIONNAIRE

A: DEMOGRAPHIC DATA

The biographical information requested for this study is not for individual identification but for statistical analysis purposes and for validating data.

1.1 Indicate your gender. _____

1.2 Your age: _____ years

1.3 How many years have you worked for this specific company? _____ years

1.4 Economic sector

Government	Manufacturing	Mining	Agriculture	Retail	Service
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SECTION B: Ethical leadership. This scale measures various characteristics of your managers' leadership style.

Instruction: Please indicate how well each of the following statements describes your current manager by selecting one of the following response choices.

	Statement	Strongly Disagree	Moderately Disagree	Slightly Disagree	Slightly Agree	Moderately Agree	Strongly Agree
B1	Shows a strong concern for ethical and moral values.	1	2	3	4	5	6
B2	Communicates clear ethical standards for members	1	2	3	4	5	6
B3	Sets an example of ethical behaviour in his/her decisions and actions	1	2	3	4	5	6
B4	Is honest and can be trusted to tell the truth.	1	2	3	4	5	6
B5	Keeps his/her actions consistent with his/her stated values ("walks the talk").	1	2	3	4	5	6
B6	fair and unbiased when assigning tasks to members.	1	2	3	4	5	6
B7	Can be trusted to carry out promises and commitments.	1	2	3	4	5	6
B8	Insists on doing what is fair and ethical even when it is not easy.	1	2	3	4	5	6
B9	Acknowledges mistakes and takes responsibility for them.	1	2	3	4	5	6
B10	Regards honesty and integrity as important personal values.	1	2	3	4	5	6
B11	Sets an example of dedication and self-sacrifice for the organisation.	1	2	3	4	5	6
B12	Opposes the use of unethical practices to increase performance.	1	2	3	4	5	6
B13	Is fair and objective when evaluating member performance and providing rewards	1	2	3	4	5	6
B14	Puts the needs of others above his/her own self-interest.	1	2	3	4	5	6
B15	Holds members accountable for using ethical practices in their work.	1	2	3	4	5	6

Section C: Servant Leadership. This scale measures various characteristics of your managers' leadership style.

Instruction: For each statement indicate with (X) on the extent to which you agree or disagree with the statement.

	Statements My manager.....	Totally disagree	Disagree	Neither agree or disagree	Agree	Totally agree
C1	Invests time and energy developing others' potential.	1	2	3	4	5
C2	Considers the effects of organisational decisions on the community.	1	2	3	4	5
C3	Effectively thinks through complex problems.	1	2	3	4	5
C4	Maintains high ethical standards.	1	2	3	4	5
C5	Inspires others to lead through service.	1	2	3	4	5
C6	Recognises when employee morale is low without asking.	1	2	3	4	5

C7	Looks for ways to make others successful.	1	2	3	4	5
C8	Encourages open exchange of information throughout the organisation.	1	2	3	4	5
C9	Sacrifices personal benefit to meet employee demands.	1	2	3	4	5
C10	Encourages debate of his/her ideas.	1	2	3	4	5
C11	Serves others willingly with no expectation of reward.	1	2	3	4	5
C12	Inspires employee trust.	1	2	3	4	5
C13	Invites constructive criticism.	1	2	3	4	5
C14	Shares power with other throughout the organisation.	1	2	3	4	5
C15	Nurtures employee leadership potential.	1	2	3	4	5
C16	Encourages employees to volunteer in the community.	1	2	3	4	5
C17	Seems able to tell if something is going wrong in the organisation.	1	2	3	4	5
C18	Refuses to use manipulation or deceit to achieve his/her goals.	1	2	3	4	5
C19	Promotes empathy and tolerance throughout the organisation.	1	2	3	4	5
C20	Encourages a spirit of cooperation among employees.	1	2	3	4	5
C21	Inspires organisational commitment.	1	2	3	4	5
C22	Places the interests of others before self-interest.	1	2	3	4	5
C23	Express genuine enjoyment in serving others.	1	2	3	4	5
C24	Willingly shares credit for organisational accomplishments.	1	2	3	4	5
C25	Treats all employees with dignity and respect.	1	2	3	4	5
C26	Demonstrates clear understanding of how to attain organisational goals.	1	2	3	4	5
C27	Displays interest in learning from employees, regardless of their level in the organisation.	1	2	3	4	5
C28	Tries to build consensus among employees on important decisions.	1	2	3	4	5
C29	Ensures greatest decision-making control given to employees most affected by decision.	1	2	3	4	5
C30	Solves organisational problems with new and creative ideas.	1	2	3	4	5
C31	Refuses to compromise ethical principles in order to achieve success.	1	2	3	4	5
C32	Freely admits his/her mistakes.	1	2	3	4	5
C33	Promotes transparency and honesty throughout the organisation.	1	2	3	4	5
C34	Takes time to talk to employees on a personal level.	1	2	3	4	5
C35	Follows through on what he/she promises to do.	1	2	3	4	5
C36	Articulates a clear direction for organisation's future.	1	2	3	4	5
C37	Listens carefully to others.	1	2	3	4	5
C38	Looks for new ways to make employee' jobs easier.	1	2	3	4	5
C39	Believes our organisation should give back to the community.	1	2	3	4	5
C40	Values integrity more than profit or personal gain.	1	2	3	4	5
C41	Believes employees should be given freedom to handle difficult situations in the way they feel best.	1	2	3	4	5
C42	Prefers serving others to being served by others.	1	2	3	4	5
C43	Demonstrates sensitivity to employees' personal obligations outside the workplace.	1	2	3	4	5
C44	Enthusiastically celebrates others' accomplishments.	1	2	3	4	5

C45	Believes our organisation has a duty to improve the community in which it operates.	1	2	3	4	5
C46	Values diversity and individual differences in the organisation.	1	2	3	4	5
C47	Consistently tries to bring out the best in others.	1	2	3	4	5
C48	Believes employees should be provided with work experiences that enable them to develop new skills.	1	2	3	4	5
C49	Demonstrates concern for employees' personal well-being.	1	2	3	4	5
C50	Engages in community service and volunteer activities outside of work.	1	2	3	4	5
C51	Makes employee career development an organisational priority.	1	2	3	4	5
C52	Welcomes ideas and input from employees at all levels of the organisation.	1	2	3	4	5
C53	Creates a feeling of belonging in our organisation.	1	2	3	4	5
C54	Communicates candidly with others.	1	2	3	4	5
C55	Models the behaviour he/she expects from others in organisation.	1	2	3	4	5

SECTION D: Work Involvement. Instruction: Using the scale below, please indicate to what extent each of the following items corresponds to the reason why you are presently involved in your work.

Scale										
Does not correspond at all		Corresponds moderately			Corresponds exactly					
1	2	3	4	5	6	7				
D1. Because this is the type of work I chose to do to attain a certain lifestyle.				1	2	3	4	5	6	7
D2. For the income it provides.				1	2	3	4	5	6	7
D3. I ask myself this question, I don't seem to be able to manage the important tasks related to this work.				1	2	3	4	5	6	7
D4. Because I derive much pleasure form learning new things.				1	2	3	4	5	6	7
D5. Because it has become a fundamental part of who I am.				1	2	3	4	5	6	7
D6. Because I want to succeed at this job, if not I would be very ashamed of myself.				1	2	3	4	5	6	7
D7. Because I chose this type of work to attain my career goals.				1	2	3	4	5	6	7
D8. For the satisfaction I experience form taking on interesting challenges.				1	2	3	4	5	6	7
D9. Because it allows me to earn money.				1	2	3	4	5	6	7
D10. Because it is part of the way which I have chosen to live my life.				1	2	3	4	5	6	7
D11. Because I want to be very good at this work, otherwise I would be very disappointed.				1	2	3	4	5	6	7
D12. I don't know why, we are provided with unrealistic working condition.				1	2	3	4	5	6	7
D13. Because I want to be a "winner" in life.				1	2	3	4	5	6	7
D14. Because it is the type of work I have chosen to attain certain important objectives.				1	2	3	4	5	6	7
D15. For the satisfaction I experience when I am successful at doing difficult tasks.				1	2	3	4	5	6	7
D16. Because this type of work provides me with security.				1	2	3	4	5	6	7
D17. I don't know, too much is expected of us.				1	2	3	4	5	6	7
D18. Because this job is part of my life.				1	2	3	4	5	6	7

SECTION E: Satisfaction with work . Instruction: For each statement indicate with (X) on the extent to which you agree or disagree with the statement.

	Statement	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
E49	Being able to keep busy all the time.	1	2	3	4	5
E50	The chance to work alone on the job.	1	2	3	4	5
E51	The chance to do different things from time to time.	1	2	3	4	5
E52	The chance to be “somebody” in the community.	1	2	3	4	5
E53	The way my boss handles his/her workers.	1	2	3	4	5
E54	The competence of my supervisor in making decisions.	1	2	3	4	5
E55	Being able to do things that don’t go against my conscience.	1	2	3	4	5
E56	The way my job provides for steady employment.	1	2	3	4	5
E57	The chance to do things for other people.	1	2	3	4	5
E58	The chances to tell people what to do.	1	2	3	4	5
E59	The chance to do something that makes use of my abilities.	1	2	3	4	5
E60	The way company policies are put into practice.	1	2	3	4	5
E61	My pay and the amount of work I do.	1	2	3	4	5
E62	The chances for advancement on the job.	1	2	3	4	5
E63	The freedom to use my own judgement.	1	2	3	4	5
E64	The chance to try my own methods of doing the job.	1	2	3	4	5
E65	The working conditions.	1	2	3	4	5
E66	The way my co-workers get along with each other.	1	2	3	4	5
E67	The praise I get for doing a job.	1	2	3	4	5
E68	The feeling of accomplishment I get from my job.	1	2	3	4	5
E69	I would be happy to spend the rest of my career in this organisation	1	2	3	4	5

SECTION F: Commitment. Instruction: For each statement indicate with (X) on the extent to which you agree or disagree with the statement.

	Statements	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
F54	I would be very happy to spend the rest of my career with this organisation	1	2	3	4	5
F55	I really feel as if this organisation’s problems are my own	1	2	3	4	5
F56	I do feel like I am ‘part of the family’ at my organisation	1	2	3	4	5
F57	I do feel ‘emotionally attached’ to this organisation	1	2	3	4	5
F58	This organisation has a great deal of personal meaning for me	1	2	3	4	5
F59	I do feel a ‘strong’ sense of belonging to my organisation	1	2	3	4	5

Group_Marks

MBAD 812 Leadership Group assignment 2020

Section	Maximum	Mark
Introduction	5	4
Literature review	10	8
Research paradigm, approach and design	10	4
Sample characteristics	10	4
Data gathering method	10	4
Data analysis	10	-
Results	10	2
Managerial implications	10	8
Limitations	10	-
Recommendations	10	-
References	5	4
Total	100	38