

BUSISO NKOMO

**"THE RELATIONSHIP BETWEEN LEADERSHIP
STYLE, ORGANISATIONAL CULTURE AND
ORGANISATIONAL COMMITMENT WITHIN
AFRICAN BANKING CORPORATION"**

MBL 3 - RESEARCH REPORT

JANUARY/ FEBRUARY 2006

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	5
EXECUTIVE SUMMARY	6
LIST OF TABLES	11
LIST OF FIGURES	12
LIST OF APPENDICES	13
LIST OF APPENDICES	14
CHAPTER CONTENTS	15
CHAPTER ONE -PROJECT SIGNIFICANCE/ ORIENTATION	16
1.1 OVERVIEW AND DISCUSSION	16
1.2 PURPOSE OF THE STUDY/ RESEARCH OBJECTIVES	16
1.3 JUSTIFICATION AND SIGNIFICANCE OF THE STUDY	19
1.4 STUDY LIMITATIONS AND DELIMITATIONS	20
CHAPTER TWO -FOUNDATION OF THE STUDY	21
2.1 BACKGROUND TO AFRICAN BANKING CORPORATION	21
2.1.1 Vision	24
2.1.2 Mission and Values	24
2.1.3 Background to the Banking Industry	24
2.1.4 Environmental analysis of the Banking Industry	25
CHAPTER THREE - LITERATURE REVIEW	27
3.1 INTRODUCTION	27
3.2 WHAT IS LEADERSHIP	27
3.2.1 Leadership Style	29
3.2.2 Effective leadership	30
3.2.3 Transactional leadership	31
3.2.4 Transformational leadership	34
3.2.5 Conclusion- Full range of Leadership	39
3.3 ORGANISATIONAL CULTURE	40
3.4 RELATIONSHIP BETWEEN LEADERSHIP AND ORGANISATIONAL CULTURE	43
3.5 ORGANISATIONAL COMMITMENT	44
3.6 RELATIONSHIP BETWEEN LEADERSHIP AND ORGANISATIONAL COMMITMENT	49
3.7 CONCLUSION/OBSERVATIONS	50

CHAPTER FOUR- RESEARCH METHODOLOGY	52
4.1 RESEARCH METHODOLOGY	52
4.2 RESEARCH PHILOSOPHY	53
4.3 RESEARCH APPROACH	53
4.4 RESEARCH HYPOTHESIS	55
4.5 DATA COLLECTION	56
4.5.1 <i>Sampling Techniques</i>	56
4.5.2 <i>Population Sample</i>	57
4.5.3 <i>Measurement was analysed</i>	61
 CHAPTER FIVE - RESEARCH FINDINGS	 63
5.1 LEADERSHIP	66
5.2 ORGANISATIONAL CULTURE	69
5.3 ORGANISATIONAL COMMITMENT	73
5.4 HYPOTHESIS TESTING	76
 CHAPTER SIX - DISCUSSIONS, CONCLUSIONS & RECOMMENDATIONS	 85
6.1 CONTEXT OF RESEARCH STUDY	85
6.2 FINDINGS	86
6.2.1 <i>Demographics</i>	86
6.2.2 <i>Leadership</i>	86
6.2.3 <i>Organisational culture</i>	89
6.2.4 <i>Organisational commitment</i>	91
6.3 CONCLUSION	92
6.4 LIMITATIONS	92
6.5 IMPLICATIONS FOR PRACTISE	93
6.6 FUTURE RESEARCH NEEDS	94
6.7 SUMMARY	95
6.8 RECOMMENDATIONS	97
 REFERENCES	 99
APPENDICES	

ACKNOWLEDGEMENTS

I wish to thank my study leader Professor Stella Brown Nkomo of SBL-UNISA for making this a meaningful learning process. I am greatly indebted to her for opening my eyes to the importance of leadership, culture and commitment in organisations. She guided and encouraged me through the process of formulating my ideas. This help and support was invaluable when I struggled with the formulation of concepts and models for this study. Professor Stella Brown Nkomo, thank you for being my champion throughout the course. I would not have finished if it were not for your guidance and support.

I am fortunate to have a great family and friends who have supported me throughout my entire studies. To my husband Jabulani- *"what a great team we are -you will never know how much you motivated me throughout this period."* To my daughters Thoko and Thandeka, *"thank you for your patience and understanding. You gave me the time to be a student when you needed a mother."* To my parents, Major and Violet *"I would not have made it without you, -you ore the greatest."* To my sisters Joyce, Qazi, Saki and Suko *"thonk you for the support and editing of this document"*. To my brothers Ike and Nhla, *"this one is for you"*.

I cannot begin to list everyone who helped me but I extend my thanks to each of them especially to everyone who helped with data collection and analysis, Tafadzwa and Simon, I owe this to you. Thank you to executives and staff of African Banking Corporation who helped me by taking time to complete the questionnaires.

EXECUTIVE SUMMARY

Organisations in Africa are facing major challenges, many of them resulting in restructuring, reengineering and downsizing. Work environments have become more complex and sophisticated. The need for effective leadership, organisational culture and organisational commitment has become more critical. Previous research studies have found that specific types of behaviour, found in transformational and transactional leadership models are positively related to organisational commitment and also that some leadership behaviours found in transformational and transactional leadership models are also positively related to organisational culture. Other research studies have found no such relationship. Yet no research studies have examined how all the three constructs, leadership style, organisational culture and organisational commitment are interrelated. Therefore, this study will be unique in that it will help fill the gap. This research project therefore sought to investigate the relationship between transformational leadership, organisational culture and organisational commitment within African Banking Corporation (ABC).

ABC is a financial institution that is headquartered in Botswana. Other ABC regional offices are in Mozambique, Tanzania, Zambia, Zimbabwe and a representative office in South Africa. The transformation of Heritage Investment Bank into African Banking Corporation Holdings (ABCH) was a result of organic growth, mergers and acquisitions a process which started in 1995 to 2000. ABC Zimbabwe was then created in 2000 following the merger of First Merchant Bank Limited (FMB), UDC Holdings Limited and the Bard Group of Companies.

The purpose of the study was to investigate the relationship between transformational leadership, organisational culture and organisational commitment within African Banking Corporation (ABC). The research was sevenfold. It sought:-

- To examine the relationship between transformational leadership behaviour and organisational culture;
- To examine the relationship between transformational leadership behaviour and organisational commitment;
- To examine the relationship between transactional leadership behaviour and organisational culture;
- To examine the relationship between transactional leadership behaviour and organisational commitment;
- To compare the relationship among transformational leadership behaviour, transactional leadership behaviour, and organisational culture; and
- To compare the relationship among transformational leadership behaviour, transactional leadership behaviour, and organisational commitment.
- To examine whether organisational culture and organisational commitment influence each other.

FINDINGS

The overall result findings revealed that transactional and transformational leadership had a positive relationship with organisational culture. This finding was in line with research carried in the West. On the relationship with organisational commitment, the researcher found a positive relationship between transformational leadership and organisational commitment and a positive relationship between transactional leadership and organisational commitment. Furthermore, there was a positive relationship between organisational culture and organisational commitment.

The researcher could only conclude that both transactional and transformational leadership had a positive relationship with both organisational culture and

organisational commitment and could conclude that each of the three constructs affect each other in a linear and circular pattern. Below is the analysis on the relationship amongst each construct.

Transformational leadership and organisational commitment:

This finding states that transformational leadership is positively correlated with organisational commitment. Several major studies have found a positive relationship between these two variables. (Kraut, 1970; Newman, 1974; Alley & Gould, 1975; Porter, Campon, & Smith, 1976; Gilsson & Durick, 1988; Mathieu & Zajac, 1990; Zeffane, 1994; & Wilson, 1995)

Transformational leadership and organisational culture:

Transformational leadership is positively correlated with organisational culture. This finding states that transformational leadership is positively correlated with organisational culture. It is line with research studies conducted by Sarros' that revealed that leadership was a more prominent predictor of culture and this was consistent with Schein's research 1982 and 1992 that asserted that leaders determine the type of culture in an organisation. Studies by Hamrick, 1987; Hining, Thibault, Slack and Kikulis, 1968; Rowsell and Berry 1993; Russell 2001 revealed linkages among strong personal and corporate values and similarly powerful corporate cultures, particularly when these values were nurtured and articulated by senior organisational leaders.

Organisational culture and organisational commitment:

This finding stated that there was a positive correlation between organisational culture and organisational commitment.

Transactional leadership and organisational commitment:

This finding stated that transactional leadership was negatively correlated with organisational commitment. It is in line with research studies conducted by

O'Reilly & Roberts, 1978; Hampton & Dubinsky, & Skinner, 1986; & Savery, 1991 that were unable to demonstrate a relationship between leadership behaviour and organisational commitment.

Transformational leadership, Transactional leadership and organisational commitment:

This finding stated that transformational leadership will have a stronger positive correlation than transactional leadership on organisational commitment. This is in line with findings which showed positive correlation and negative correlation with organisational commitment of transformational leadership and transactional leadership respectively.

Transactional leadership and organisational culture:

This finding states that transactional leadership is positively correlated with organisational culture. It is in line with research studies conducted by Sarros' that revealed that leadership was a more prominent predictor of culture and this was consistent with Schein's research 1982 and 1992 that asserted that leaders determine the type of culture in an organisation. Some previous research conducted using parts of transformational and transactional leadership theories have found that transactional leadership augments laissez faire leadership in enhancing sales representative job satisfaction, organizational commitment, and performance. (Dubinsky, Yammario, & Spangler, 1995)

Transactional leadership and organisational culture:

This finding stated that transformational leadership will have a stronger positive correlation than transactional leadership on organisational culture. It is in line with Sarros' research that revealed that (transformational) leadership was a more prominent predictor of culture and this was consistent with Schein's research 1982 and 1992 that asserted that leaders determine the type of culture in an organisation. Other studies revealed linkages among strong personal and corporate

values and similarly powerful corporate cultures, particularly when these values were nurtured and articulated by senior organisational leaders (Hamrick, 1987; Hining, Thibault, Slack and Kikulis, 1968; Rowsell and Berry 1993; Russell 2001).

The process of building competitive and cooperative organisational cultures can be achieved when leaders raise the expectations and beliefs about overall goals, coach and mentor staff. These innovative and high achieving cultures rely on committed and supportive leaders. The findings revealed that the more transformational leadership behaviour used, the greater the leadership outcomes and the more performance oriented and socially responsible and supportive the organisational culture was. The OCP was also used to assess the person - organisational fit that leads to improved recruitment, selection and socialisation practises.

CONCLUSION

Therefore the research study revealed the following:

1. Transformational leadership is positively correlated with organisational commitment.
2. Transformational leadership is positively correlated with organisational culture.
3. Organisational culture will not have a stronger positive correlation with organisational commitment.
4. Transactional leadership is positively correlated with organisational commitment.
5. Transformational leadership has a stronger positive correlation than transactional leadership on organisational commitment.
6. Transactional leadership is positively correlated with organisational culture
7. Transformational leadership will have a stronger correlation than transactional leadership on organisational culture

LIST OF TABLES

TABLE 1: CHARACTERISTICS OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP

TABLE 2: APPROACHES TO RESEARCH

TABLE 3: SAMPLING PLAN AND SAMPLE RETURN ANALYSIS

TABLE 4: DEMOGRAPHIC ANALYSIS

TABLE 5: CODES FOR DEMOGRAPHIC ANALYSIS

TABLE 6: MEANS AND STANDARD DEVIATION FOR LEADERSHIP

TABLE 7: LEADERSHIP CORRELATION

TABLE 8: MEANS AND STANDARD DEVIATION FOR ORGANISATIONAL CULTURE

TABLE 9: PROJECT CORRELATION - ORGANISATIONAL CULTURE

TABLE 10: MEANS AND STANDARD DEVIATION FOR ORGANISATIONAL COMMITMENT

TABLE 11: PROJECT CORRELATION - ORGANISATIONAL COMMITMENT

LIST OF FIGURES

FIGURE 1: ADD ON EFFECT OF TRANSFORMATIONAL LEADERSHIP

FIGURE 2: WALDMAN MODEL OF TRANSFORMATIONAL LEADERSHIP

FIGURE 3: SCHEIN'S ORGANISATIONAL CULTURE MODEL

FIGURE 4: RESEARCHER'S MODEL

FIGURE 5: SAMPLE SIZE

LIST OF APPENDICES

APPENDIX A.....	ORGANISATIONAL STRUCTURE
APPENDIX B.....	ORGANISATIONAL HISTORY
APPENDIX C.....	THE ABCH STORY
APPENDIX Ca.....	THE ABCH STORY
APPENDIX D.....	SHAREHOLDING STRUCTURE
APPENDIX E.....	ABCH FINANCIAL DIVISIONS
APPENDIX F.....	BANK ASSETS & FUNCTIONS
APPENDIX G.....	BANKING SECTOR "PESTL" FRAMEWORK
APPENDIX H.....	THE RESEARCH PROCESS ONION
APPENDIX I	CULTURE IN LAYERS
APPENDIX J.....	SAMPLING TECHNIQUES
APPENDIX K.....	INTRODUCTION LETTER
APPENDIX L.....	QUESTIONNAIRE
APPENDIX M.....	PROJECT CORRELATION -LEADERSHIP
APPENDIX N.....	PROJECT CORRELATION -CULTURE
APPENDIX O.....	PROJECT CORRELATION -COMMITMENT
APPENDIX P.....	HYPOTHESIS TESTING
APPENDIX Q.....	DATA, MEANS, VARIATIONS & STANDARD DEVIATION

ACRONYMS

AFRICAN BANKING CORPORATION OF ZIMBABWE...	ABCZ
AFRICAN BANKING CORPORATION HOLDINGS.....	ABCH
ACCOUNT RELATIONSHIP MANAGERS.....	ARM's
FIRST MERCHANT BANK HOLDINGS.....	FMB
UNION DIMINION CORPORATION.....	udc
UNITED LEASING COMPANY.....	ulc
HERITAGE INVESTMENT BANK.....	HIB
RESERVE BANK OF ZIMBABWE.....	RBZ
POLITICAL, ECONOMIC, SOCIAL, TECHNOLOGICAL, LEGAL STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS	PESTL SWOT
MULTIFACTOR LEADERSHIP QUESTIONNAIRE	MLQ
ORGANISATIONAL CULTURE PROFILE	OCP
ORGANISATIONAL COMMITMENT QUESTIONNAIRE	OCQ

CHAPTER CONTENTS

Chapter 1 outlines the background to the research project and its significance.

Chapter 2 outlines the foundations of the study.

Chapter 3 reviews relevant literature. Conceptual frameworks will be looked into which will form the basis of the research questionnaire.

Chapter 4 outlines the research methodology and philosophies. It also will outline the research techniques used including questionnaire, sampling process and desk research. It will further outline the sources of both primary and secondary data.

Chapter 5 analyses data and interpret the research findings obtained from the research. The analysis will focus on both quantitative and qualitative data obtained in the research process. It is in this chapter that the hypothesis will also be proved right or wrong.

Chapter 6 outlines the conclusion and recommendations.

Chapter 7 provides a draft of an article for publication

CHAPTER ONE - RESEARCH PROJECT AND ITS SIGNIFICANCE

1.1 OVERVIEW AND DISCUSSION

Organisations in Africa are facing major challenges, many of them resulting in restructuring, reengineering and downsizing. Work environments have become more complex and sophisticated. The need for leadership and personal commitment has become more critical. (Earle, 1996) Businesses in Africa are facing challenges and there is need for leadership to face worldwide economic competition. Therefore, today's leaders are confronted with unpredictable challenges, which require a different degree of flexibility. For managers to lead their work places effectively, they need a style of leadership behaviour that is tailored specifically to influence the organisational culture and employees' level of commitment. Unfortunately, in the past there was lack of research on this topic. Recently, there has been a trend towards aligning leadership style and employees level of commitment as we have seen terms such as empowering, motivating, visioning, inspiring, rewarding and committing becoming more popular. In summary, this appears to be an ideal time to study the impact of transformational and transactional leadership on organisational culture and also organisational commitment.

1.2 PURPOSE OF THE STUDY

As organisations face increasing challenges in a highly competitive environment, academic researchers and practitioners are focusing more on the importance of leadership style, behaviour and characteristics. Since the 1980's, both transformational and transactional leadership behaviours have been studied, and recently have become part of "the New Leadership" paradigm. (Bryman, 1992) According to Bass (1985), transformational and transactional leadership are distinct but not mutually exclusive processes.

Previous research has found that transactional leadership augments laissez faire leadership in enhancing sales representative job satisfaction, organisational

commitment, and performance. Transformational leadership provides additional augmentation for organisational commitment (Dubinsky, Yammario, & Spangler, 1995).

The purpose of this study is to clarify some of the consequences of these leadership styles and their impact on organisational culture and employee commitment. Specifically, the research objectives were sevenfold.

- ❑ To examine the relationship between transformational leadership behaviour and organisational culture;
- ❑ To examine the relationship between transformational leadership behaviour and organisational commitment;
- ❑ To examine the relationship between transactional leadership behaviour and organisational culture;
- ❑ To examine the relationship between transactional leadership behaviour and organisational commitment;
- ❑ To compare the relationship among transformational leadership behaviour, transactional leadership behaviour, and organisational culture; and
- ❑ To compare the relationship among transformational leadership behaviour, transactional leadership behaviour, and organisational commitment.
- ❑ To examine whether organisational culture and organisational commitment influence each other.

1.2.1 PRIMARY PURPOSE

The primary purpose of this study was to empirically examine the relationship between leadership style, organisational culture and organisational commitment.

1.2.2 The Research Question

- What is the relationship between leadership style, organisational culture and organisational commitment at African Banking Corporation?
- **Organisational culture:** ABC was born through mergers and acquisitions and also through transfer of leadership from one country to another. As a result there has been a blend of cultures. The research will also allow for an assessment of the degree to which there is a common culture versus distinct cultures. Below is an analysis of the different cultures at the time of the merger of the three institutions:

- **FMB:** conservative, risk averse, centralized, stable, trusted, ambitious, integrity, networked, blue chip. Pre merger client base was: Blue chip Corporates, Parastatals, and upcoming indigenous companies

- **udc:** high risk, fast, volume driven, quite cheap, "The Money People", colonial, financially sluggish, no discipline, stable. Pre merger client base was: small proprietors, SME's, Farmers, Transporters.

- **Bard:** entrepreneurial, assertive, young, informal, longevity, trustworthy, progressive, reliable. Pre merger client base was: private individuals 25%, institutions 85%.

Why is it important to address the research question?

There are several reasons for addressing the research question. Specifically, it is important to address the research question and then come up with a solution because:

- Prior research has demonstrated commitment is affected by leadership and organisational culture
- There is a need to identify the leadership style and organisational culture that has a positive effect on employee commitment
- Prior research has shown a positive relationship between organisational commitment and productivity. Employee productivity is essential to ABC's plan of becoming a world-class banking institution.

1.3 JUSTIFICATION OR SIGNIFICANCE OF THE STUDY

The research of cultural dimensions that Geert Hofstede (1980) developed focused on understanding how and why people from various cultures behave as they do. Africa is considered a continent with high power distance and collectivism. In continuing the researches of Hofstede (1980 & 1991), Triandis and Gelfand (1998) have found that vertical collectivism emphasises the "headman" style of leadership, both for organisational and political leaders. While the headman, or national political leader, has much greater authority, power, and prestige than others, he or she is also responsible for ensuring that cultural values are upheld and that members of the group are provided for. The leaders of African business organisations more closely resemble leaders in organisations with vertical collectivism. When a culture emphasises horizontal individualism, its members make decisions by themselves without worrying about group considerations. In many organisations in Africa, however, decisions are still centralized at headquarters.

This present study contributed to the literature by studying the relationship between leadership behaviours (that empower managers and employees), organisational commitment within the organisation and also the shaping of an organisational culture that contributes to productivity. It also provided a test of the relationship between leadership style, organisational culture and organisational commitment using an African sample. Because this study was done on a single organisation, there are limits on the external validity of the results. Findings cannot be extrapolated to other organisations. However, the study should shed light on the utility of these constructs for assessing issues of organisational culture, leadership and organisational commitment in Africa.

1.4 STUDY LIMITATIONS AND DELIMITATIONS

LIMITATIONS:

- Time and financial constraints made it difficult for the author to visit ABC's subsidiaries in the five (5) operating countries within SADC. Therefore a self-administered questionnaire was used for data collection.
- Sample Size was small. For this study the researcher would have wanted to interview all 400 employees but this was not feasible.
- The use of self-administered questionnaires may have caused respondents to give answers they think may be palatable to the researcher, hence distorting the results.

DELIMITATIONS:

- Co-operation of executives, managers and employees
- Professional guidance from study leader from School of Business Leadership and my professional mentor Mrs. Sakhi Sibanda, my sister an MBL graduate.

CHAPTER TWO - FOUNDATION OF THE STUDY

2.1 BACKGROUND TO AFRICAN BANKING CORPORATION

" Africa is a continent yet so often is treated as a country, that is why Africa needs a bank that is designed around the different needs of its diverse people. A bank that is able to cross borders whilst still understanding the differences these borders offer. It needs a bank that offers opportunities for growth inside and outside Africa. Basically, it needs a bank that not only plays the tune of Africa but also colls the tune in Africa. One such composer is African Banking Corporation. The only bank for Africa." Group CEO African Banking Corporation, Douglas T Munatsi.

African Banking Corporation is a regional banking franchise and is a 100% owned subsidiary of African Banking Corporation Holdings Limited. ABC Holdings is a registered company in Botswana with a primary listing on the Botswana Stock Exchange and a secondary listing on the Zimbabwe Stock Exchange, with full fungibility of its shares.

African Banking Corporation has a pan African footprint that ensures it is well positioned to truly walk the African walk, operating its subsidiaries within the Southern African Development Community (SADC) region, including Botswana, Mozambique, Tanzania, Zambia and Zimbabwe, with a representative office in South Africa. (Appendix A)

The ABC Group was created in February 2000 following the merger of First Merchant Bank Limited (FMB), udc Holdings Limited and the Bard Group of Companies (Appendix "B"). Interestingly, the transformation of Heritage Investment Bank into ABCH was a result of organic growth, mergers and acquisitions a process which started in 1995 to 2000 (Appendix "C" & "Ca").

The Bank is supported by its African, European and American Shareholders, whose investment in African Banking Corporation is indicative of the confidence they feel in its future potential in the region. Amongst its top shareholders are EDFUND (South Africa), EDESA (South Africa), Heritage Group of Companies and Anglo American of Zimbabwe Limited. (Appendix "D")

The strong African sun is synonymous with the strength and energy of Africa's people. For African Banking Corporation, the sun as a logo is symbolic of this, as well as the soul and vision that are the driving force behind this world-class financial institution. The sun represents light, vitality and radiance, qualities that are fundamental to the success of a bank born in Africa's dynamic environment. African Banking Corporation was created out of Africa's need for a financial services institution that would address the business and private financial requirements of the increasingly global African business community. As a result, African Banking Corporation represents a new era in banking in Africa. It aims to change Africa's financial landscape by introducing innovative products and providing its clients with superior delivery of services.

With this in mind, the bank has ensured that it is strongly positioned to assist clients to meet challenges of Africa's rapidly changing business environment by providing a comprehensive range of specialised financial products and services which include four core areas:

- Corporate, Private and International Banking
- Treasury
- Investment Banking
- Structured Finance (Appendix "E")

The range and quality of products and services offered, allow African Banking Corporation to assist its client-partners by identifying their unique needs in a dynamic financial marketplace and is then able to offer tailor-made financial

solutions. Furthermore, the bank acknowledges the importance of a seamless service delivery regardless of where the client is on the African continent.

The bank currently has more than 400 employees, who share its drive and enthusiasm and ensure that they service their client-partners with integrity, knowledge and passion that they deserve. African Banking Corporation's founding members and key staffs merge the global exposure they have all received with their African know-how, combining the best of both worlds to ensure a firm understanding of conducting business in Africa that allows them to unlock the many excellent opportunities that Africa offers.

African Banking Corporation has a growing, diverse client base in the SADC region, including large industrial corporations, multi-nationals, parastatals, private and institutional investors and high net-worth individuals and publicly traded companies in need of additional financing. The bank intends to expand its presence into other key markets across the African continent in the near future.

African Banking Corporation fosters unique relationships with its clients, which are founded on its core values of passion, professionalism, integrity and innovation. To ensure that these relationships result in superior service delivery, the bank follows a holistic approach; assigning especially dedicated teams to their clients. Not only are the teams highly competent and committed, they have a wealth of market experience coupled with unsurpassed local insight. More importantly, because they know the client-partners' businesses inside out the teams provide prompt, flexible and relevant service.

African Banking Corporation is an exemplary corporate citizen and it invests in, among others, the children and women of Africa. The bank's belief is that a living, vibrant arts and culture environment is vital to the spiritual and material well being of the continent, as well as to its economic growth. Accordingly, the bank is a chief and enthusiastic patron of African arts and culture.

"To those without local knowledge Africo remains a dark and closed continent. To the enlightened, Africa is a land of opportunity. To the well informed, only one bank can help clients unlock the myriad opportunities Africo offers. To those who want to prosper in Africo, there's only one choice. If Africa is your place of doing business, then African Banking Corporation is your bank." Group CEO, Douglas Munatsi.

2.1.1 Vision

African Banking Corporation's vision is to be the bank of choice providing world-class financial solutions to existing and potential clients.

2.1.2 Mission & Values

The bank's mission is to build a business banking franchise across Africa, starting in SADC, offering world class financial skills of African extraction, supported by the latest information technology tools, to provide seamless service delivery throughout its regional operation.

The ABC business is founded upon four core values: INTEGRITY, INNOVATION, PASSION and PROFESSIONALISM. These core values embody the aspirations held by both the Bank itself and its client-partners.

2.1.3 BACKGROUND TO THE BANKING INDUSTRY - AFRICA

The financial sector in Africa has undergone changes in the legal and regulatory environment in which most banks operate during the past decade. Prior to 1990, the financial sector was relatively undiversified, with a few players operating under a highly controlled environment and this meant that banking institutions were unable to operate in fields that fell outside their banking licenses.

The liberalisation of the financial sector in most African countries saw the removal of unnecessary barriers to entry, increased competition and revision of the legal

instruments governing the operations of financial institutions. Financial reforms also sought to transform the operational relationship between the financial sector and the Reserve or Central Banks, with respect to monetary and foreign exchange policy issues.

There are five different types of banks operating in most African countries, which compete with each other for deposits. The following is a list of the types of banks found in Africa:

- Commercial Banks -
- Merchant Banks -
- Building Society
- Discount Houses
- The Post Office Savings Bank (Zimbabwe)

For example, the Banking Act September 1999 in Zimbabwe has significantly blurred these divisions of bank functions. To promote efficiency through competition, the government has allowed banks to compete more directly with each other. Appendix "F" shows the relative size of each of the different types of banks in terms of total assets and their main functions. Unlike African Banking Corporation Zimbabwe, the majority of merchant banks in Zimbabwe have branched into commercial banking. This is due to the fact that commercial banking offers large cheap deposits, which will then be used for investments on the money market.

2.1.4 ENVIRONMENTAL ANALYSIS OF THE BANKING INDUSTRY

Like any other industry, the banking sector's operations are affected to no small extent by a host of factors beyond its direct control. Developments in the political, economic and, to a lesser extent, social and technological changes have impacted

on the overall performance and growth of the sector. Highlights of these factors are presented in the following sub-sections.

(a) **The Macro-Environment**

The PESTL framework in Appendix "G" categorises environmental influences in terms of Political, Economic, Social, Technical and Legal (Johnson & Scholes, 2002). In view of the changes taking place all the time, the framework becomes useful in considering the future impact of environmental factors which could be different from their past impact.

CHAPTER THREE - LITERATURE REVIEW

3.1 INTRODUCTION

Cooper and Schindler (2003) contend that the purpose of literature review is to examine the relevant concepts and models, which are relevant to the selected area of research. The following key concepts will be reviewed for this research project:

- Transactional leadership
- Transformational leadership
- Organisational Culture
- Organisational commitment.

3.2 What is Leadership?

Leadership has been studied in different ways, depending on the researchers' methodological preferences and definition of leadership. Much of the leadership research covers leader traits, behaviour, power, influence, and situational approaches. (McClelland, 1985; McClelland & Burnham, 1976; Miner, 1986; Bray, Compball, & Grant, 1974; Kirkpatrick and Locke, 1991; Mahoney, Jerdee, & Carroll, 1965; Page & Tornow, 1987; Mintzberg, 1973; Hemphill & Coons, 1957; & Likert, 1961; 1967) In recent years, academic researchers have attempted to streamline and integrate these approaches, and many studies are focusing on identifying the characteristics and value of transformational and transactional leadership styles. (Podsakoff, MacKenzie, Moorman, Fetter, 1990; Yammarino, Spangler, Bass, 1993; Dubinsky, Yammarino, Jolson, Spangler, 1995; Ross, Offermann, 1997; Bass, 1997; Hult, Ferrell, Hurley, Giunipero, 2000)

To facilitate a discussion of "leadership style" and conclude that transformational leadership plays a major influence on shaping the organisational culture and organisational commitment, it is important to first define what is meant by the term "Leadership".

According to Gary Yukl [*Leadership in Organisations, 2002*], "Leadership is the process of influencing others to understand and agree about what needs to be done effectively and the process of facilitating individual and collective efforts to accomplish shared objectives". From Yukl's definition, Leadership is taken as a process and system of relationships whose key components are the "Leader" (e.g. Chief Executive), "Followers" (i.e. Employees - What motivates them? What do they value? What influences their behaviour and perceptions?), and the "Situation" (i.e. interactive situation and/or tasks to be executed, in the context of current internal and external environments of the organisation). The foregoing will help in evaluating effective leadership, as different situations require different approaches to leadership.

However, as noted in Professor S M Nkomo's *Course Study Letter, 2004*, Yukl's definition of Leadership omits the critical affective and emotional dimension of Leadership, which John W Gardener captures as being ".....to keep hope alive." This fact is cemented by post-apartheid South Africa's first President, Nelson Mandela's statement that: "*A good head and a good heart are always a formidable combination*".

In essence, Leadership is thus different from Management to the extent that the former is "about doing the right thing" and "fostering innovation and adaptation" whilst the latter's focus and emphasis is on "stability and order" and "doing things right" (compliance).

Suffice to say there is no consensus on a single definition of Leadership. The best definitions are those that capture the three key components of "*Leader*", "*Fallowers*" and a "*Situation*".

3.2.1 Leadership Style

Put simply, the above refers to how a particular leader interacts with followers in different organisational situations. Western research on "leadership theory" has identified a number of leadership styles, namely:

Leadership Style	Description of each style
Servant leadership	a philosophy that relates to leaders who choose to serve their followers first. Conscious choice brings one to aspire to lead as a way of expanding service to the followers. The servant leader's highest priority is ensuring that the followers' needs have been met, that they are growing as people, freer, healthier, more autonomous, more likely to be servants themselves etc. Servant leadership encourages collaboration, trust, foresight, listening and the ethical use of power and empowerment
Charismatic leadership	- Charismatic leadership is based on the premise that followers are attracted to a leader who has charisma. Leaders will be viewed as charismatic if they "make self sacrifices, take personal risks, and incur high costs to achieve the vision they espouse." (Yukl 2002). Due to a certain quality of personality, charismatic leaders are frequently idolised by subordinates and are often perceived as superhuman, have exceptional speaking ability, and personal magnetism. The followers feel an emotional involvement in the mission that they are led to fulfil and thus obey the leader willingly as they trust the leader completely.
Situational leadership	- Researchers recognised that traits or preferable behavioural factors are not sufficient to predict leadership success and this recognition led to the focus on situational influences. The situational model asserts that no one leadership style works in all situations and studies have identified critical situational factors that influence leadership effectiveness.
Transformational leadership	- Transformational leader's primary goal is his desire and ability to raise the consciousness of others by appealing to powerful morals and ideals. The leader is thus able to transform followers beyond the dishonourable emotions of jealousy, greed etc; in other words, the followers are raised from their "everyday selves" to become "better selves". The transformational leader influences his/her followers by serving as a mentor, teacher and coach and consequently the followers feel motivated to do more than what is expected of them. Truly inspirational leaders arouse others to seek extraordinary performance accomplishments.
Transactional Leadership	- Transactional leader is methodical and keeps others focused on progressing toward goal accomplishments. Transactional leadership is evident when a leader attempts to satisfy the needs of followers by focusing attention on exchanges. The exchange nature of transactional leadership involves a promise of rewards for good performance or threats and discipline for poor performance
Ethical Leadership	- is based on the integrity of the leader. The leader's honesty, credibility and consistence are key in putting the values in action. The leader's moral obligation is to awaken people's potential.
Spiritual leadership	- Spirit refers to the vital, energising force or principle in the person, the core of self. Most people understand spirit in its secular connotation as defining self-meaning and motivation for action. A leadership style based

	on spiritual relationship is founded on morality, stewardship and a sense of service to the community. The core values of this leadership style include an inner conviction of higher, more intelligent force; source of comfort, strength and happiness; the essence of self that separates humans from other creatures.
--	---

3.2.2 EFFECTIVE LEADERSHIP

Several Western writers have explored what really influences certain people's leadership styles, both in and outside the business organisational context. Literature is also abundant on key qualities a good leader should possess. There is also consensus on what is effective leadership. From the foregoing, it appears the development leadership theory has come a full circle. It is rather ironic, though, that consensus on 'what leadership really is' appears to be elusive!

Bass (1985) suggested that the Transformational Leadership Theory applies across all levels of organisations. A key aspect to his argument is the cascading effect, which involves the display of behaviours by upper level leaders, which increases the probability that lower level leaders will display the same behaviours (Avolio & Bass, 1988; Bass & Avolio, 1990; Bass, Waldman, Avolio, & Bebb, 1987).

The Transformational Leadership Theory was originally developed by Burns (1978) and later refined by Bass (1985) who expanded the theory of transformational leadership to incorporate three types of leadership behaviour, namely transactional, non-transactional, and transformational leadership. Bass (1985) asserted that leaders use transactional leadership behaviours when they pursue a cost-benefit or economic exchange with followers to meet their current material and psychic needs in return for expected effort. *Transactional leadership* provides the foundation of the leader-follower relationship because key dimensions are explicitly or implicitly communicated during exchanges. Transactional leadership has two main types of behaviours, namely contingent reward and management-by-exception. *Contingent reward* represents proactive leadership behaviours that clarify the link between reward and effort through negotiation,

and *management-by-exception* represents passive leadership behaviours that are only used when the status quo is broken. Management-by-exception is closely associated with traditional, authoritarian, and bureaucratic leadership models, and has passive and active dimensions. The non-transactional leadership factor of *laissez-faire* represents leadership inactivity (Yammarino, Spangler, & Bass, 1993) and indicates the absence of leadership behaviours, the avoidance of intervention by leaders, or both. *Transformational leadership* differs from both transactional and non-transactional leadership when leaders use behaviours that seek to raise the consciousness of their followers by appealing to higher ideals and values such as liberty, justice, equality, peace, and humanitarianism, and not to more base emotions such as fear, greed, jealousy, or hatred (Bass, 1985). There are five behavioural types of transformational leadership, namely *idealized attributes (charisma)* (i.e., leadership behaviours that encourages followers trust in the leader), *idealized behaviour* (i.e., leadership behaviours that encourages followers to share common vision and goals), *inspirational motivation* (i.e., leadership behaviours that raise expectations and beliefs concerning the mission and vision), *individualized consideration* (i.e., leadership behaviours that delegate projects to stimulate learning experiences, provide coaching and teaching, and treat each follower as an individual), and *intellectual stimulation* (i.e., leadership behaviours that arouse followers to think in new ways and emphasizes problem solving and the use of reasoning before taking action).

Therefore, the reasons why certain organisations are successful, enthusiastic and spirited could be found in the theory of transformational leadership.

3.2.3 TRANSACTIONAL LEADERSHIP

In their research on the differences between leaders and managers, Bass and his research colleagues have made a distinction between transactional leaders and transformational leaders

Transactional leaders guide or motivate their followers in the direction of established goals by clarifying role and task requirements. They set goals and promise rewards for desired performance.

Burns (1978) says leadership and followership are inextricably linked, and he sees transactional leadership as an exchange relationship between leader and follower through compliance. Burns also says the leadership process occurs either in a transactional or transformational process (Conger and Kanungo, 1998:13).

Basically, transactional leadership denotes the engagement of a transaction between leader and follower. For example, leaders explain what is required of followers and the compensation they will receive for fulfilling these requirements. According to Bass (1990b: 20) "... this kind of leadership, which is based on transactions between managers and employees, is called transactional leadership".

Daft (1999:427) refers to transactional leadership as a "traditional management function". The traditional management function is typical of leaders who clarify the role and task requirements of subordinates, initiate structure, provide appropriate rewards and try to be considerate to, and meet the social needs of subordinates. Leadership theories, such as the Ohio State University Leadership studies, Fiedler's Contingency model, House and Evans' Path-Goal theory and Vroom and Yetton's Leader-Participation (Normative) model, have all been addressing transactional leaders.

Transactional leaders excel at management functions and their ability to satisfy subordinates, may improve productivity. Transactional leaders take great pride in good administration and often emphasise the impersonal aspects of performance (i.e. budgets, plans and schedules). Transactional leaders exhibit a deep sense of commitment to the organisation and conform to the organisations norms and values. Burns (1978:20) argue that transactional leadership involves values, but they are values relevant to the exchange process, such as honesty, fairness,

responsibility and reciprocity. Therefore, Yukl (2002:253) asserts that transactional leaders motivate their employees by appealing to their self-interest.

Primarily, transactional leadership is characterised by the two factors of *contingent reward* and *management by exception* (Bass, Waldman, Avolio and Bebb, 1987:74). *Contingent reward* implies the contract exchange of rewards in instances where subordinates meet standards as (mutually) agreed. For example, it recognises effort, good performance and accomplishments.

To these two characteristics Bass (1990b: 22) has made one further extension and one amendment, respectively. *Active management by exception* signifies the search by transactional leaders for deviations from the rules and standards and the taking of corrective action. Through *passive management by exception* the transactional leader interferes only when the required standards are not being met. The *laissez-faire* leader abdicates responsibilities and avoids decision-making.

Bass, et al. (1987:74) and Waldman (1987:24) conclude that transactional leadership concentrates on the underpinning of the *status quo* through the satisfying of the subordinate's prevailing psychic and material needs. Bass (1990b: 20) assertively states that transactional leadership "is a prescription for mediocrity".

In conclusion, the question is: what type of leadership is required to gain performance *beyond expectations* from subordinates, for employees to sacrifice own self-interests for the good of the leader, for employees to express creativity in problem solving and for moulding the values and commitment level of subordinates? Waldman (1987:25) asserts that these questions require an even more active approach than that implied by transactional leadership, namely transformational leadership.

3.2.4 TRANSFORMATIONAL LEADERSHIP

The major contributors towards an understanding of this type of leadership are Burns (1978), Bass (1985) and Waldman (1987).

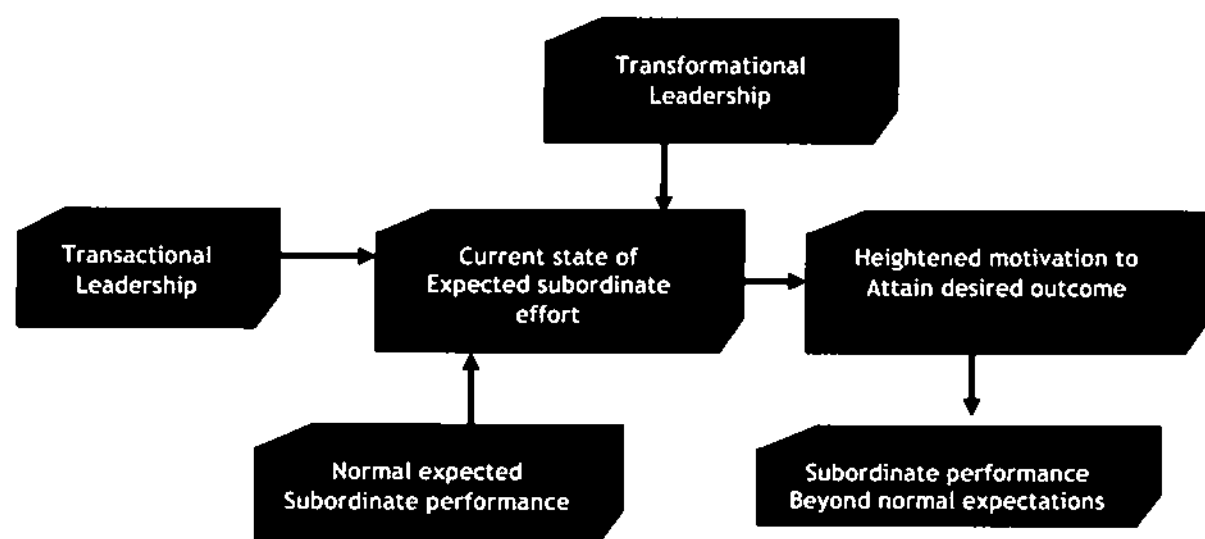
Waldman (1987:23-28), looked at three reasons for the perceived disillusionment of this lack of leadership direction that is, leadership is inborn, or natural, ill-defined parameters of leadership, and the assumption that leadership is only exercised by top executives and not by lower order leadership levels.

Waldman asserts that transformational leadership, as a dynamic theory, encompasses positive individual and organisational effects by means of dramatic changes, vision development and commitment to that vision. Both individual qualities (such as a history of positive reinforcement, success experiences, challenges, supportive feedback) and organisational structure (such as role modelling, structure and culture) mould transformational leadership.

Avolio and Bass (1987:14) assert that transformational leadership is more than charisma. They state that charismatic leaders may want their followers to adopt the charismatic's worldview and then go no further. Avolio and Bass further contend that the transformational leader attempts to instil in their followers the ability to question established views, but more so the views instilled by the leader. In other words, the change from the current "ordinary" leadership style to the desired situation is through transformational leadership.

Transformational leadership does not substitute transactional leadership. Rather, it supplements transactional leadership with an add-on, namely that of performance beyond expectations. Bartol and Martin (2000) hold the view that even the most successful transformational leaders need transactional skills to manage the day-to-day affairs of the business. This "add-on" effect is presented in Figure 1 below.

Figure 1: Add-on effect of transformational leadership



Source: Bartol, K.M., Martin, D.C. 2000. *Management*. New York: McGraw-Hill.

From Figure 1 above it becomes apparent that transformational leaders motivate their subordinates to go beyond what is normally expected of them. This performance beyond expectations is achieved through inspiring the followers to consider the mission of the organisation, which transcends the individual's self-interest. This entails concentrating on achieving higher order goals, such as achievement and self-actualisation, in addition to achieving the lower-order goals of safety and security.

In studying the relationship between transactional and transformational leaders, Bass (1990b: 21-22) makes the following distinctions between these two leaders, as listed in Table 1. According to Bass, the leadership factors important to transformational leadership are idealised influence (i.e. charisma), inspirational motivation, intellectual stimulation and individualised consideration. These listings are based on the findings of a series of surveys and on clinical and case evidence.

Table 1. Characteristics of transformational and transactional leaders

TRANSFORMATIONAL LEADER

Charisma: Provides vision and sense of mission, instils pride, gains respect and trust.
Inspirational motivation: Communicates high expectations, uses symbols to focus efforts, and expresses important purposes in simple ways.
Intellectual Stimulation: Promotes intelligence, rationality, and careful problem solving.
Individualised Consideration: Gives personal attention, treats each employee individually, coaches, and advises.

TRANSACTIONAL LEADER

Contingent Reward: Contracts exchange of rewards for effort, promises rewards for good performance, recognises accomplishments.
Management by Exception (active): Watches and searches for deviations from rules and standards, takes corrective action.
Management by Exception (passive): Intervenes only if standards are not met.
Laissez-Faire: Abdicates responsibilities, avoids making decisions.

Bass (1990b: 21-22) views transformational leadership as a superior form of leadership performance which occurs when leaders can expand and raise the interest level of their employees, when the mission of the group is accepted by the individual and where the leaders stimulate the individual employee to look beyond self-interest for the common good of the group. These changes in employees can be achieved in one, or more, of the following ways:

- Central to the success as a transformational leader, attaining *charisma* in the eyes of the employees is important. Charismatic leaders have great power and influence and employees want to identify with them. Such leaders also sustain a high degree of trust and confidence. Charismatic leaders possess the ability to elicit the following responses in their followers (employees): pride, faith, and respect. Such leaders recognise what is important and they articulate effectively their sense of mission (or vision) that inspires their followers. In history, Martin Luther King, John F. Kennedy, Lee Iacocca and F.D. Roosevelt

have been described as charismatic leaders (House, 1977:189-207). Conger and Kanungo (1998) identified the behavioural characteristics synonymous with charismatic leaders. Such leaders strive to change the *status quo*, their (idealised) future projected goals are very different from current conditions, they exhibit unconventional behaviour and they counter existing norms.

- Transformational leaders are *individually considerate*. This characteristic implies that leaders pay personal attention to employees' needs. They treat each employee as an individual worthy of respect. They also act as mentors to those employees who need to grow and develop by delegating projects to help develop the employee's capabilities.
- Through *intellectual stimulation*, transformational leaders show their employees new ways of re-assessing old problems, to foster creative breakthroughs (i.e. rational problem solving) - in essence, instilling pride and commitment in employees.

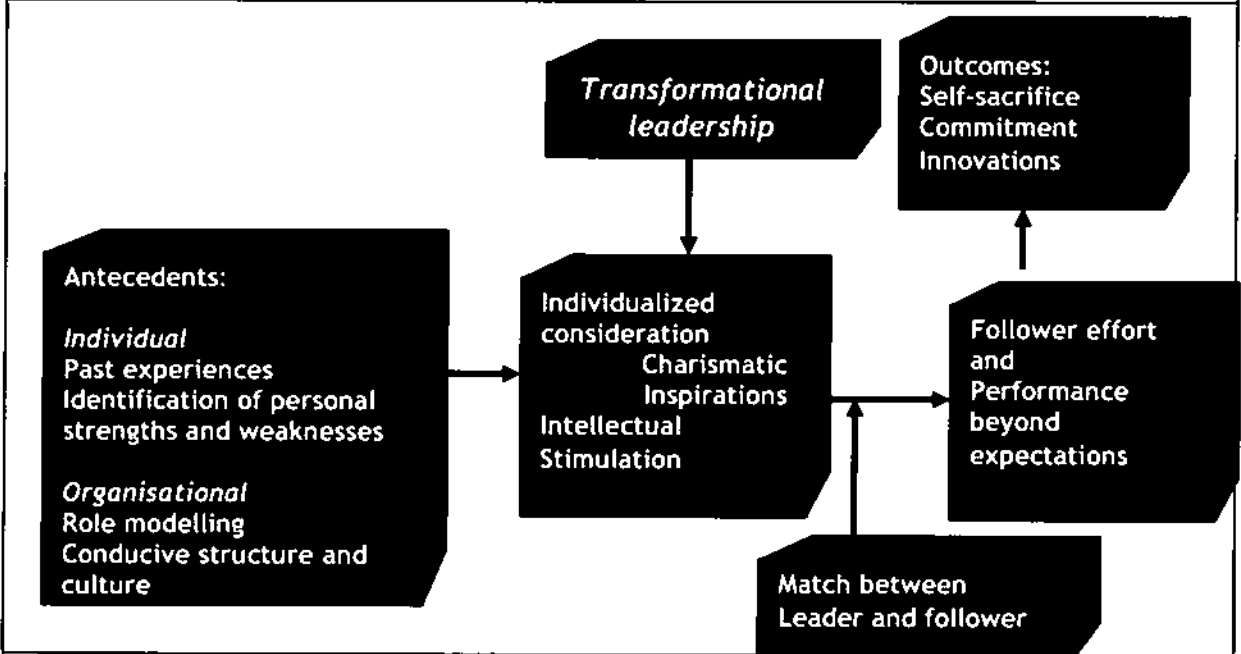
The Waldman Model of transformational leadership (Figure 2) clarifies the antecedents of transformational leadership. Transformational leadership does not happen in a vacuum and the conditions, which set the stage thereto, incorporate two groups, namely *individual antecedents* and *organisational antecedents*.

Individual antecedents: The style of being transformative implies self-confidence and conviction in the person. These characteristics are developed through a number of life experiences such as success, challenges, supportive feedback and encouragement from family. Transformational leaders should also be aware of their weaknesses and the impact thereof on the leadership role.

Organisational antecedents refer to the processes and conditions within the organisation, which may impact (positively and negatively) on transformational leadership. Two of these processes have been identified as role modelling, structure, and culture. Bass, Waldman, Avolio and Bebb (1987:73) refer to transformational leadership role modelling as having a "cascading" effect in the

organisation. Role modelling pertains to the persistent use of transformational leadership style.

Figure 2: Waldman model on transformational leadership



Source: Waldman, D.A. 1987. Management by Example: Developing Transformational Leaders. *Business*. Jul-Sep: 25.

Waldman acknowledges that the nature of the transformational process is time-consuming. Individualised consideration and intellectual stimulation induce innovative and creative efforts that become the norm, rather than the exception. In Waldman's model, the leader's vision and charisma are contagious and result in motivated subordinates.

Outcomes of this transformational leadership model are, *inter alia*, innovation and creativity amongst employees, sacrificing of self-interest for the common good of the enterprise and commitment. Waldman regards the latter pay-off (i.e. commitment) as a key variable in a dedicated and innovative organisation. Waldman (1987:28) concludes, "...transformational leadership is the key to ensuring a committed and innovative workforce."

The constructs of transformational leadership (namely charisma/idealised influence, inspiration, intellectual stimulation and individualised consideration)¹ as identified by Bass form the basis of the review on transformational leadership.).

3.2.5 CONCLUSION: FULL RANGE OF LEADERSHIP

According to Yukl (2001), the transformational leadership offers its own contribution towards the answer concerning the leader's success, therewith going beyond the contribution, which the components of transactional leadership have to offer. This additional contribution is defined as an 'effect of increase' and could, till now, be shown in most studies. This effect is interpreted as proof that the transformational leadership, respecting the high correlation with transactional scales, (which themselves are correlated with indicators of success, such as effectiveness, extra-effort and satisfaction), has an additional, independent influence on the success of the leadership. As mentioned before, Bass (1985) regards transformational and transactional leadership as forms of leadership which do not exclude each other. The transformational leadership is based upon the transactional leadership. Based on this assumption, Bass and his colleagues developed a training program of transformational leadership, the '*full range of leadership program*' (Bass and Avolio, 1990, cited in Bass and Avolio, 1994). The authors believe that each form of leadership should be practiced to a certain extent.

With the help of a measuring device, the MLQ (Multifactor Leadership Questionnaire), leadership behaviour can be evaluated and trained accordingly. The range of leadership forms, which occur in the questionnaire, are referred to by Bass and Avolio (1994) as the '*Full Range of Leadership Model*'.

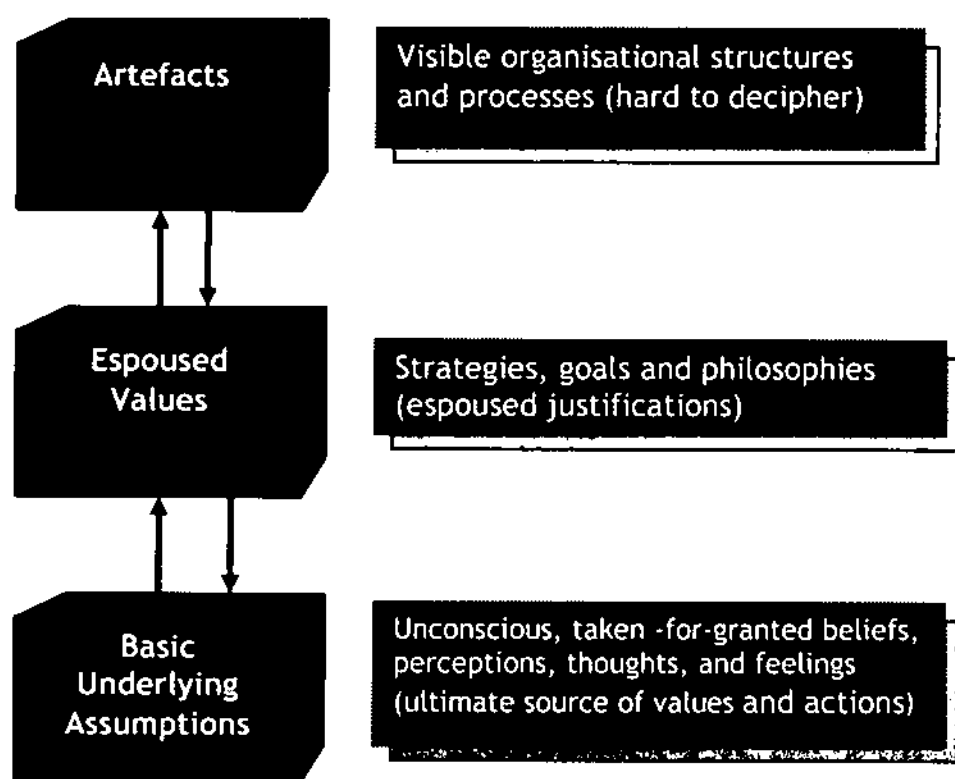
¹ A detailed discussion on the four factors of transformational leadership is presented in: Bass, B.M., Steidlmeier, and P. 1999. Ethics, character, and authentic transformational leadership behavior. *Leadership Quarterly*. 10(2): 181-227.

According to Schein (1992) organisational culture must imply some level of structural stability; that is, something that is shared, deep and stable. Stability is also a function of patterning or integration of various elements into a larger paradigm that ties together the elements that lie on a deeper level. This patterning according to Schein is the essence of what is meant by organisational culture and herewith is the definition:

"A pattern of shared basic assumptions that the organisation learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein: 1992)

Organisational culture can be analysed at different levels. These levels range from tangible manifestations that one can see and feel, to the deeply embedded, unconscious basic assumptions that often form the essence of organisational culture. Schein (1992) proposed the following model to uncover the levels of culture:

Figure 3 Schein's organisational culture model:



Work by other researchers support Schein's definition; Peters and Waterman (1982) discussed the importance of values and Pettigrew (1979) the beliefs and norms of behaviour. Others purport that organisational culture is also constantly shaped through symbols (Pettigrew: 1979), through management practises (Schwartz and Davis: 1981), through the top leader's actions (Goleman, Boyatzis and McKee: 2002) and through strategic recipe of an organisation (Johnson1987)

Calori and Sarnin (1991) have further modified Schein's culture model arguing that the analysis of management practises; symbols and strategic recipes are ways to capture the dynamics of an organisation's culture, in addition to the elements as proposed by Schein.

According to several academics (Wilkins and Ouchi: 1983 and Hofstede: 1980) organisational culture should be defined as the mix of its professional and business

level cultures. Also culture may be viewed as a function of organisational lifecycle, entrepreneurial, midlife or declining.

Organisational culture is also influenced by national culture. As stated earlier on, the way people behave is influenced by their upbringing and may hence affect the way they lead. Furthermore, commitment might be a result of upbringing where people feel emotionally attached to an organisation because it's either a family unit or its history is linked with theirs.

In an article "*Leadership-in search of an African Spirit*", Professor Lovemore Mbigi states "We are all products of our culture. We can only see what our cultural paradigms allow us to see. Therefore all managers and employees see what their cultural paradigms in their organisations allow them to see."

Therefore, given the above, it is important to explore the role of cultural paradigms in organisational leadership. Charles Hampden-Turner and Alfons Trompenaars (1993) in their book "*The Seven Cultures of Capitalism*" argue that we can only see what our cultural paradigms allows us to see and this has serious implications for leadership and leadership practises. Therefore, leaders must understand cultural implications. For instance in Europe, the cultural worldview is "*I am because I think I am*" In the western World it is "*I think therefore I exist*" and in Africa it is a worldview from the collective brotherhood of mankind called "ubuntu" which means "*I am because we are: I can only be a person through others*". Given the above, in Europe (North), leadership tradition lies in planning technological innovation, In America (West) it lies on entrepreneurship and a bias towards action, in the East (Asia) it lies on process innovation to attain quality and perfection and in Africa (south) it lies on ubuntu, that is human dignity and respect through consensus, democracy and people mobilisation, solidarity and care. Therefore leadership reality is socially and culturally determined.

The author further analysed the research conducted by James Sarros, Judy Gray and Ian L Densten on *Leadership and Its impact on organisational Culture* where 1918 members of the Australian Institute of Management revealed strong and positive relationships among leadership and organisational culture. Individualised consideration was the prominent leadership style of executives and performance orientation the prominent organisational culture. The author will utilise the *Organisational Culture Profile (OCP)* instrument developed by O' Reilly, Chatman and Caldwell to determine the person fit on the basis of extant values. The OCP measures organisational culture along eight factors namely, innovation, attention to detail, and outcome orientation, aggressiveness, and supportiveness, emphasis on rewards, team orientation and decisiveness.

3.4 THE RELATIONSHIP BETWEEN LEADERSHIP BEHAVIOUR AND ORGANISATIONAL CULTURE

Sarros' research revealed that leadership was a more prominent predictor of culture and this was consistent with Schein's research 1982 and 1992 that asserted that leaders determine the type of culture in an organisation. Other studies revealed linkages among strong personal and corporate values and similarly powerful corporate cultures, particularly when these values were nurtured and articulated by senior organisational leaders (Hamrick, 1987; Hining, Thibault, Slack and Kikulis, 1968; Rowsell and Berry 1993; Russell 2001).

The process of building competitive and cooperative organisational cultures can be achieved when leaders raise the expectations and beliefs about overall goals, coach and mentor staff. These innovative and high achieving cultures rely on committed and supportive leaders. The findings revealed that the more transformational leadership behaviour used, the greater the leadership outcomes and the more performance oriented and socially responsible and supportive the organisational culture was. The OCP was also used to assess the person - organisational fit that leads to improved recruitment, selection and socialisation practises.

3.5 ORGANISATIONAL COMMITMENT

Overview of Organisational Commitment

In the last 30 years, numerous academic researchers and practitioners have contributed to the studies of organisational commitment. Organisational commitment, together with job satisfaction and job involvement, are three of the most widely studied employee attitudes. The foundation has thus been laid for studies such as this current one.

Becker (1960) who was the earliest researcher of organisational commitment proposed that commitment is primarily a function of individual behaviour; individuals become committed to the organisation through their actions and choices over time. Kanter (1968), another often cited researcher, defined commitment as "the willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relationship, which are seen as self-expressive" (Kanter, 1968, p. 499). Another contributor to organisational commitment is Etzioni (1961). He suggested that organisational commitment focuses on employee compliance with organisational objectives. When employees have higher levels of commitment to organisational objectives, the organisation will have more authority or power over these same employees.

Antecedents of organisational commitment have also been topics of study. Generally, antecedents of organisational commitment consist of:

- (1) Personal characteristics. A wide range of personal characteristics has been linked to organisational commitment. The most frequently studied are gender, age and tenure, and education. (Mathieu & Zajac, 1990; Randall, 1993)
- (2) Situational factors. Generally, these factors are divided into: (a) job characteristics (including job scope, role conflict, and role ambiguity), (b) organisational characteristics (that focus on efficiency and adaptation, as they relate to organisational effectiveness), and (c) work experience (including

organisational dependability, personal importance to the organization, leadership style, social involvement, and work relationship). (Hall & Schneider, 1972; Porter & Steers, 1973; Steers & Spencer, 1977; Mott, 1972; Brief & Aldaq, 1980; Morris & Sherman, 1981; Mowday, Steers, & Porter, 1982; Meyer & Allen, 1984; Still, 1983; Bateman & Strasser, 1984; Glisson & Durick, 1988; Johnston, Parasuraman, Futrell, & Black, 1990; & Gregersen & Black, 1992)

The organisational commitment studies also have addressed employee attitudes. The attitudinal approach views organisational commitment as an attitude, which reflects the nature and quality of the linkage between an employee and an organisation. (Porter, Steers, & Mowday, & Boulian 1974; Mowday, Steers, & Porter, 1979; Oliver, 1990) According to, Mowday, Steers, & Porters (1979), organisational commitment entails three factors: (1) a strong belief in and acceptance of the organisation's goals and values, (2) a willingness to exert considerable effort on behalf of the organisation, and (3) a strong desire to maintain membership in the organisation.

Therefore, organisational commitment is an individual's attachment or linkage to an organisation or social system (UNISA MBL study school notes 2004). Organisational commitment can therefore be divided into two major camps, those who view organisational commitment as an attitude and those who view it as behaviour. Meyer and Allen 1991 regard attitudinal commitment as the way people feel and think about their organisation, while behavioural commitment reflects the way individuals become locked into the organisations. The attitudinal approach regards commitment as an employee attitude that reflects the nature and quality of the linkage between an employee and an organisation. (Meyer and Allen, 1991)

Dimensions of Organisational Commitment

Among proponents of the attitudinal approach, researchers have started to view organisational commitment as a multi dimensional concept that has different factors associated with it. Meyer and his colleagues have been at the forefront of

the multidimensional approach. Their three component model incorporates affective, continuance and normative as the three dimensions of organisational commitment.

Affective commitment:

Allen and Meyer (1990) refer to affective commitment as the employee's emotional commitment to, identification with and involvement in the organisation. Defined in this way, affective commitment has three aspects, 1) the formation of an emotional attachment to an organisation, 2) identification with, and 3) the desire to maintain membership. Allen and Meyer (1990) argue that an individual will develop emotional attachment to an organisation when he/she identifies with the goals of the organisation and is willing to assist the organisation in achieving these goals. The identification with an organisation happens when the employee's own values are congruent with organisational values and the employee is able to internalise the values and goals of the organisation. With this, there is a psychological identification and pride of association with the organisation.

Continuance commitment:

This is based on Becker's (1960) side bet theory. The theory posits that as individuals remain in the employment of an organisation for longer periods, they accumulate investments, which become costly to lose the longer the employee stays. These include time, job effort; specific skills that might not be transferable or greater costs of leaving the organisation that discourage them from seeking alternative employment, work friendships and political deals.

Allen and Meyer 1990 describe continuance commitment as a form of psychological attachment to an employing organisation that reflects employee's perception of the loss he/she would suffer if they were to leave the organisation. They explain that continuance commitment involves awareness on the employee's part of the costs associated with leaving the organisation. This then forms the primary link to the organisation and his/her decision to remain with the organisation is an effort to

retain the benefits accrued. This reflects a calculation of cost of leaving versus the benefits of staying.

Normative commitment;

The third dimension of organisational commitment is normative commitment, which reflects a feeling of obligation to continue employment. Employees with high level of normative commitment feel they ought to remain with the organisation. Researchers have overlooked this view of commitment, as relatively few studies explicitly address normative commitment. Randall and Cote (1990) Allen and Meyer (1990) and O'Reilly, Chatman and Caldwell (1991) are some of the few who have attempted to differentiate normative commitment from the other components of organisational commitment.

Randall and Cote (1990) regard normative commitment in terms of the moral obligation the employee develops after the organisation has invested in him/her. They argue that when an employee starts to feel that the organisation has spent either too much time or money developing them, they feel obliged to stay. O'Reilly et al, on the other hand defined and measured commitment in terms of values. They argue that congruence between an individual and organisation's values leads to development of commitment. Allen and Meyer refer to normative as moral commitment. Normative reflects a sense of duty, obligation or calling in the organisation. . It differs from continuance because it is not depended on calculations of sunken costs.

Variables associated with Organisational commitment

Modway et al (1979) grouped the factors that lead to greater organisational commitment into three major groups. According to them commitment depends on 1) personal factors, 2) organisational factors and 3) non -organisational factors. Each of these categories of factors might contribute to the development of different dimensions of organisational commitment at varying degrees

Variables associated with affective commitment

The variables can be categorised into personal characteristics, organisational characteristics and work experience.

Personal characteristics

Literature reveals that a lot of demographic factors are associated with commitment and these include age, gender, educational level and years of employment

Organisational characteristics

Allen and Meyer (1991) suggest that affective commitment develops as a result of experiences that satisfy employees' need to feel physically and psychologically comfortable in the organisation

Variables associated with continuance commitment

The variables can be categorised into investments and employment alternatives.

Investments

Investments can take form of either work or non-work related. Work related includes time spent acquiring non-transferable skills, the potential loss of benefits and giving up senior position and its associated rewards.

Non-work related investments might include the disruption of personal relationships and the expense and human cost of relocating a family to another city. Investment can also take the form of career track and leaving could mean the employee stands to lose money and effort invested. These investments are assumed to increase in number and magnitude hence age and tenure are associated with accumulation of investments.

Employment alternatives

Meyer and Allen (1997) suggest that an employee's perception of the availability of alternatives will be negatively correlated with continuance commitment. They reckon that employees who think they have viable alternatives will have weaker continuance commitment than those with limited alternatives.

Variables associated with normative commitment

According to Meyer and Allen (1990) normative commitment might develop based on the psychological contract between an employee and the organisation. A psychological contract refers to beliefs of the parties involved in the exchange of the relationship regarding their reciprocal obligations. Although psychological contract can take different forms, Meyer and Allen suggest that the transactional and relational might be closely related to continuance commitment. Transactional are based on economic exchange and relational are based on social exchange and these are more relevant to normative whereas transactional have influence on the continuance commitment.

3.6 THE RELATIONSHIP BETWEEN LEADERSHIP BEHAVIOUR AND ORGANISATIONAL COMMITMENT

As organisations continue to face complex challenges from their internal and external environments, academic researchers and practitioners are now turning their attentions to the relationship between leadership behaviour and organisational commitment both domestically and internationally. Several major studies have found a positive relationship between these two variables. (Kraut, 1970; Newman, 1974; Alley & Gould, 1975; Porter, Campon, & Smith, 1976; Gilsson & Durick, 1988; Mathieu & Zajac, 1990; Zeffane, 1994; & Wilson, 1995) Others studies, although small in number, have been unable to demonstrate a relationship between leadership behaviour and organisational commitment. (O'Reilly & Roberts, 1978; Hampton & Dubinsky, & Skinner, 1986; & Savery, 1991) Therefore, more research is needed.

Some previous research has been conducted using parts of transformational and transactional leadership theories. For example, some studies have found that transactional leadership augments laissez faire leadership in enhancing sales representative job satisfaction, organisational commitment, and performance. Others have found that transformational leadership helps to augment organizational commitment. (Dubinsky, Yammario, & Spangler, 1995) Perhaps most noteworthy are studies focusing on the consequences of charismatic leadership, especially the high level of commitment on the part of the leader and the followers to a common vision, mission, or transcendent goal. (Bennis & Nannus, 1985; House, Spangler, & Woyke, 1991; Savery, 1991) Researchers have found that the charismatic leader behaves in such a manner as to create an appealing ideological goal to which subordinates become committed through their trust and respect for the leader. (Bass, 1985; House, 1977)

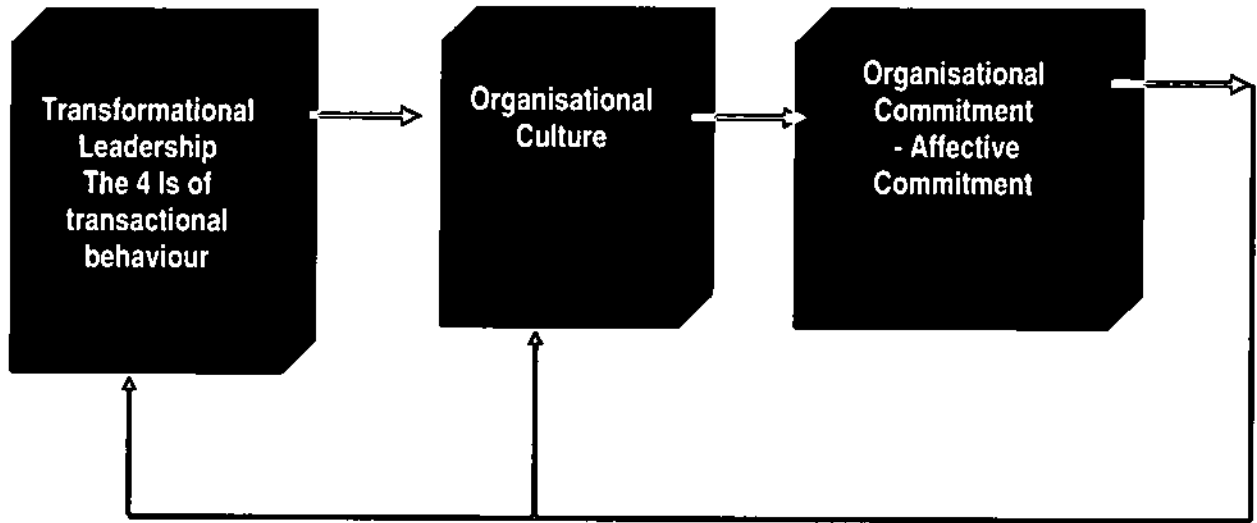
3.7 CONCLUSION

From the foregoing analysis, it is hence clear that leadership influences organisational culture and organisational commitment. A sound understanding of this phenomenon is critical for any leadership effectiveness.

The research will extensively use the "Add on effect of transformational leadership model" by Bernard Bass, the "Waldman model on transformational leadership" also link it with the researcher's own model. Leadership, culture and organisational commitment do not exist in a vacuum or in isolation of each other, but interact dynamically. The model demonstrates that transformational leaders need transactional leadership skills to create an organisational culture that leads to employee commitment. Furthermore the researcher's model reinforces that the organisational culture influences organisational commitment. Through research findings it is clear that the more transformational leadership is used the stronger the corporate culture becomes. Once people believe they fit in with the organisation, therefore they become committed. Unfortunately there has been

little research to substantiate this proposition and the researcher would explore this aspect.

Figure 4: Researcher's Model



The Researcher's model examined the three constructs, leadership style, organisational culture and organisational commitment. The aim was to find the relationship between

- Leadership style or behaviour with organisational culture
- Leadership style or behaviour with organisational commitment
- Infer that organisational culture is linked to organisational commitment and vice versa

The model used suggests all this happens in a circular flow where one construct affects or influences the other.

CHAPTER FOUR - RESEARCH METHODOLOGY

4.1 RESEARCH METHODOLOGY

Research is conducted in order to find out things in a systematic way thereby increasing knowledge (Cooper and Schindler: 2003). According to Cooper and Schindler, business and management research entails 'undertaking systematic research to find out things about business and management'. Methodology can be defined as 'the study of methods and it raises all sorts of philosophical questions about what it is possible for researchers to know and how valid their claims to knowledge might be', (UNISA MBL Study School Notes 2004). Cooper and Schindler (2003) further noted that management and business research has both an academic and practical purpose. Academically research contributes to knowledge and understanding about management whilst practically helping managers to do their jobs.

The Conceptual Framework "The Research Process Onion" illustrated in Appendix "H" guided the research. The framework was developed by Saunders et al (2000), and it is a means of depicting the issues underlying the choice of data collection methods. Before coming to the central point it is argued that the following important layers of the onion need to be peeled away: research philosophy to be adopted; research approach that flows from that research philosophy; research strategy; time horizons applied for the research; and finally data collection methods.

This conceptual framework was used because of its holistic approach to carrying out research. The author is able to illustrate layer by layer why a certain approach was selected as opposed to another.

4.2 RESEARCH PHILOSOPHY

Saunders et al (2000) observed that research philosophy depends on the way you think about the development of knowledge hence the way we go about doing research. There are two views which dominate the research process and these are Positivism and Phenomenology. Although they are different in the way in which knowledge is developed, they play an important part in business and management research.

Positivism

With this view the researcher assumes the role of an objective analyst making detached interpretations about those data that have been collected in an apparently value-free manner (Saunders et al, 2000). It was also noted that emphasis would be on a highly structured methodology to facilitate replication and quantifiable observations that lend themselves to statistical analysis. In the process it is assumed that 'the researcher is independent of and neither affects nor is affected by the subject of any research' (Remenyi et al., 1998: p33). This positivist approach is best suited in scientific research hence its association with the deductive approach. Cooper and Schindler (2003) contend that there is a direct and straightforward connection between knowledge and action, expressed the same view.

Phenomenology

Saunders et al (2000) further argued that in view of the fact that the social world of business and management is too complex, unique and constantly changing; to be definitive about the outcome as is the case in physical sciences, is being unrealistic hence the argument that research philosophy has to be from a phenomenological perspective. As illustrated in Appendix "I" Shein (1992) talks of organisational culture as operating at three levels. In order to understand level three at the centre or core, only research methods rooted in the philosophy of phenomenology offer the opportunity of discovering this vital third level: "the reality working behind the reality", Saunders et al (2000:86). It is only after our understanding of these 'taken for granted assumptions' can we be able to examine these assumptions, challenge them where necessary and behave in a different way.

4.3 RESEARCH APPROACH

Cooper and Schindler (2003) noted that there were two approaches to any research:

- **Deductive** - where a researcher develops a theory and a hypothesis and designs a research strategy to test the hypothesis. This approach is appropriate to the positivism philosophy.
- **Inductive approach** - where the researcher collects data and develops or formulates a theory as a result of the data analysis. Cooper and Schindler define this as an interpretative research, which seeks people's accounts of how they make sense of the world and the structures and processes within it. In other words the theory would follow the data rather than vice versa as in the deductive approach. This approach is appropriate to the phenomenology philosophy.

In coming up with the appropriate approach the author took cognisance of the findings by Easterby-Smith et al (1991:21).

- Firstly, it enables the ability to take a more informed decision about the research design i.e. what kind of evidence is gathered and from where and how such evidence is interpreted in order to provide good answers to the research questions;
- Secondly, it helps to think about the research approaches that are suitable to the situation, for instance where there is need to establish an understanding of why something is happening (not to describe what), it will be appropriate to adopt the inductive approach than the deductive;
- Thirdly, knowledge of different research traditions enables the researcher to adapt the research design to cater for constraints such as limited access to data or lack of prior knowledge of the subject. As a result it may not be easy to formulate a hypothesis because of this limitation. The Table below shows the major differences between the deductive and inductive approaches to research.

TABLE 2: APPROACHES TO RESEARCH -Adapted from Cooper and Schindler (2003).

Deduction Emphasises	Induction Emphasises
• Scientific principles • Moving from Theory to data • The need to explain causal relationships between variables • The collection of quantitative data • The application of controls to ensure validity of data • The operationalisation of concepts to ensure clarity of definition • A highly structured approach • Researcher independence of what is being researched • The necessity to select samples of sufficient size in order to generalize conclusions	• Gaining an understanding of the meanings humans attach to events • A close understanding of the research context • The collection of qualitative data • A more flexible structure to permit changes of research emphasis as the research progresses • A realization that the researcher is part of the research process • Less concern with the need to generalise

In this research, the deductive approach is most appropriate to the research question and therefore will be adopted.

4.4 RESEARCH HYPOTHESIS

Cooper and Schindler (2003) define a hypothesis as a "testable proposition". It states what one is looking for. The purpose of the research is to empirically examine the relationship between leadership style, organisational culture and organisational commitment.

This study's research question is seven fold:

- 1) Do subordinates display high commitment to their company?
- 2) Do subordinates' perception of their managers' leadership behaviour correlate with their level of commitment to the company?
- 3) Which leadership behaviour, transformational or transactional, has a more positive relationship with on organisational commitment?
- 4) Does the organisation have a common organisational culture?
- 5) Do subordinates' perception of their managers' leadership behaviour have a correlation with perceptions of organisational culture?
- 6) Which leadership behaviour, transformational or transactional, has a stronger correlation with organisational culture?
- 7) Is organisational culture positively correlated with organisational commitment?

The seven research questions stated above lead us to the following hypotheses.

HA ₁ :	Transformational leadership is positively correlated with organisational commitment
HB ₁ :	Transformational leadership is positively correlated with organisational culture
HC ₁ :	Organisational culture will have a stronger positive correlation with organisational commitment
HD ₀ :	Transactional leadership is negatively correlated with organisational commitment
HE ₁ :	Transformational leadership will have a stronger positive correlation than transactional leadership on organisational commitment
HF ₀ :	Transactional leadership is negatively correlated with organisational culture.
HG ₁ :	Transformational leadership will have a stronger correlation than transactional leadership on organisational culture.

4.5 DATA COLLECTION

Data can be defined as “facts presented to the researcher from the study environment” Cooper and Schindler, (2003). As observed by Cooper and Schindler (2003), the way the data is collected assumes that it is going to yield valid data. For instance when top bosses are interviewed, the researcher is likely to encounter the ‘good news’ syndrome and the opposite may be true when it comes to the lower level staff.

4.5.1 Sampling Techniques

According to Cooper and Schindler (2003), sampling techniques provide a range of methods that enable the researcher to reduce the amount of data needed by considering only data from a sub-group rather than all possible elements. There are two types these techniques as shown in Appendix “I”:

- Probability or Representative sampling
- Non-probability or judgmental sampling

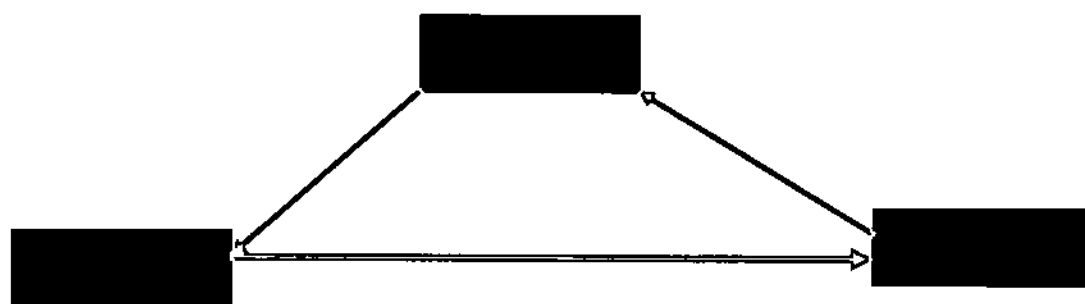
Probability sampling is commonly associated with survey-based research where inferences are to be made from the sample about a population in order to answer research questions or to meet objectives. The five main techniques that can be used to select a probability sample are: Simple random; Systematic; Stratified random; Cluster and Multi-stage. The choice of the technique depends on the research questions and objectives; structure of the sampling frame; size of the sample needed; the geographical area of survey and if support workers are being used, the ease of explaining the technique.

Non-probability sampling is suitable for business research projects especially where the sample is small. Sampling techniques involve: Quota; Purposive; Snowball; Self-selection and Convenience. The decision for suitability is also dependent on the research questions and objectives. For the research under review, the author decided on the Purposive sampling even though the sample was not considered to be statistically representative, but all the same it was most suitable in addressing the research questions and objectives.

4.5.2 Population Sample

A sample of 200 employees was randomly selected to participate in the filling of questionnaires. This total sample size choice was based on three major constraining factors illustrated diagrammatically below:

FIGURE 5: SAMPLE SIZE



The figure shows that the size of the sample is bound by the three major considerations of Time, Cost and the need to maintain a Balance account of the financial sector in the face of limited resources.

The population for this study is the employees of African Banking Corporation. The Portuguese language version of the questionnaire will be used for the Mozambican office. The statistical method of stratified percentage random sampling was utilised for this study. With stratified random sampling, the population was divided into subgroups, called strata, and a sample was selected from each stratum randomly. (Mason & Lind, 1993) In this study each subsidiary country was denoted as a stratum. Therefore, the stratum for this study comprised of six subsidiaries. Questionnaires were sent to 210 employees of which 50 constituted the levels of senior managers to directors. In using the stratified random sampling method, the departments of each subsidiary were denoted as the substratum for data collection purposes. Employees of each department were randomly selected to serve as respondents to the questionnaires.

The breakdown of the sample size was as follows:

Sampling Plan - Stratified Percentage Random Sampling

ABC SUBSIDIARY	ZIMBABWE	ZAMBIA	BOTSWANA	TANZANIA	MOZAMBIQUE	SOUTH AFRICA	TOTAL
Subsidiary's Population	229	47	45	34	28	17	400
Proportion	57%	12%	11%	9%	7%	4%	100%
Sample Size	115	25	25	20	15	10	210

Cooper and Schindler (2003) noted several methods of data collection but in this research the author used questionnaires. With the questionnaires, interviewees were asked to respond to the same set of questions in a predetermined order. The administration of the questionnaires entailed use of self-administered questionnaires. The questionnaire method provided an efficient way of data collection because it enabled each participant to be asked the same set of questions.

Furthermore, response rates, validity and reliability was maximised by:

- Careful design of individual questions
- Clear layout of the questionnaire form
- Pre-coded nature of the questionnaire
- Lucid explanation of the purpose of the questionnaire

A pilot study was conducted through focus group, and this provided preliminary knowledge that was used to modify questionnaires. This testing was conducted with at least 20 people from the sample population to ensure that the population target would be able to understand and respond adequately to the questionnaire in relation to the wording and clarity of meaning of each statement. Pilot testing ensured that the research problem was valid and highlighted any weaknesses that the questionnaire had. For example the researcher had to modify question 78 in the commitment as this had a typing error. Furthermore, the researcher could predict results of the study from the pilot study.

The research utilised both mail and email to send the questionnaire and a follow up by the telephone was conducted the week of the 20th of June 2005. Another follow up was done from the 11th to the 31st of July 2005 before the end of scheduling, to remind participants to forward their responses. Scheduling duration was three weeks.

4.5.3 Measurement Instrument

a) Transformational leadership

Participants completed a Multifactor Leadership Questionnaire (MLQ) Form 5X developed by Avolio to measure transactional and transformational leadership styles, (this is a well -used antecedent method in evaluating leadership style) which comprises statements, each describing one aspect of the respondent's leadership behaviour, (e.g., I keep track of all mistakes).

Respondents indicated how much they used the statements by rating each on a scale of 1(not at all) -4 (frequently, if not always). The major advantage of the MLQ was that it validly and reliably measured managerial behaviours that were correlated with organisational culture and organisational commitment.

b) Culture

The Organisational Culture Profile (OCP) was used to measure culture. Respondents rated the organisation on the 7 characteristics of organisational culture from a scale of 1- 5. The seven factors are innovation, attention to detail, outcome orientation, aggressiveness, supportiveness, and emphasis on rewards, team orientation and decisiveness. The instrument used the Q-sort method of data collection to identify values that characterise a target organisation and an individual's preference for that particular configuration of values. O'Reilly et al (1991) reported an average reliability coefficient for OCP of 0.88.

c) Organisational Commitment

Furthermore, the Organisational Commitment Questionnaire that was developed by Allen and Meyer (1990) was used. This instrument evaluated organisational commitment through the Affective Commitment Scale (ACS), Normative Commitment Scale (NCS) and the Continuance Commitment Scale (CCS).

d) Demographics of Participating Organisations

Demographics included' job level, department, tenure, gender, nationality and educational level. Demographic classifications were identified as follows:

- Job level in organisation: entry level; middle level; middle upper level; and upper level.
- Department: Banking, treasury, investment banking, structured finance or service departments.
- Tenure: number of years worked for the bank.
- Gender:
- Nationality: -Zimbabwean; Motswana; Zambian; South African; Mozambican or Tanzanian
- Educational level: high school diploma, associate degree, bachelor degree, and graduate degree (Master's or Doctorate).

4.5.4 HOW DATA WAS ANALYSED

As observed by Saunders et al (2000), all research involves some numerical data or contain data that could usefully be quantified to help in the answering of the research questions and to meet the objectives. Following the results of the research, the data was analysed and interpreted using the appropriate tables, diagrams and examined the relationships between constructs. The choice of the table or diagram was influenced by the research questions and objectives.

The researcher relied on the antecedents of the well-known instruments, which are being used in the study, MLQ, OCP and OCQ. However, hypothesis testing was also done

Hypothesis Testing

Multiple correlation analysis was conducted, to test the hypotheses:

Hypothesis 1 measured whether:

HA₁: Transformational leadership is positively correlated with organisational commitment

Hypothesis 2 measured whether:

HB₁: Transformational leadership is positively correlated with organisational culture

Hypothesis 3 measured whether:

HC₁: Organisational culture will have a stronger positive correlation with organisational commitment

Hypothesis 4 measured whether:

HD₁: Transactional leadership is negatively correlated with organisational commitment.

Hypothesis 5 measured whether:

HE₁: Transformational leadership will have a stronger positive correlation than transactional leadership on organisational commitment

Hypothesis 6 measured whether:

HF₀: Transactional leadership is negatively correlated with organisational culture.

Hypothesis 7 measured whether:

HG₁: Transformational leadership will have a stronger positive correlation than transactional leadership on organisational culture.

CHAPTER FIVE - RESEARCH RESULTS

As observed by Saunders et al (2000), all research involve some numerical data or contain data that could usefully be quantified to help in the answering of the research questions and to meet the objectives. Following the results of the research, the data was analysed and interpreted using the appropriate tables, diagrams and examine the relationships between variables and trends. The choice of the table or diagram was influenced by the research questions and objectives.

Table 3: Sampling Plan and Sample Return Analysis

ABC SUBSIDIARY	ZIMBABWE	ZAMBIA	BOTSWANA	TANZANIA	MOZAMBIQUE	SOUTH AFRICA	TOTAL
Subsidiary's Population	229	47	45	34	28	17	400
Proportion	57%	12%	11%	9%	7%	4%	100%
Sample Size	115	25	25	20	15	10	210
Sample Return	106	23	24	19	15	9	196
Proportion of the sample size	92,2%	92%	96%	95%	100%	90%	93,3%

From the above analysis feedback was at least 93,3% of the target sample which is above the 30% sample non-return that literature advises. In analysis of the sample return, Zimbabwe's return was 92,2% due to retrenchments that occurred during the time of data collection. 7,8% of the retrenched respondents left before they could return the questionnaire. Mozambique had a return rate of 100%; Zambia had 95% due to resignation of members of staff, Botswana had 96% due to death of one of the respondents and South Africa had 90% due to relocation and pressure of work of the respondent. However, generally the return rate was commendable.

GENERIC QUESTIONS

TABLE 4: DEMOGRAPHIC ANALYSIS

Question 98 - SEX	1	2				
TOTAL	133	63				
% OF TOTAL	68%	32%				
Question 99 - AGE	1	2	3			
TOTAL	75	89	32			
% OF TOTAL	38%	45%	16%			
Question 100 - CURRENT POSITION	1	2	3	4	5	
TOTAL	25	49	41	60	11	
% OF TOTAL	13%	25%	21%	31%	6%	
Question 101 - PERIOD OF EMPLOYMENT	1	2	3	4	5	
TOTAL	21	80	59	23	13	
% OF TOTAL	11%	41%	30%	12%	7%	
Question 102 - EDUCATIONAL LEVEL	1	2	3	4	5	
TOTAL	6	53	57	25	0	
% OF TOTAL	3%	27%	29%	13%	0%	
Question 103 - NATIONALITY	1	2	3	4	5	6
TOTAL	15	17	4	21	20	119
% OF TOTAL	8%	9%	2%	11%	10%	60%
Question 104 - REGIONAL OFFICE	1	2	3	4	5	6
TOTAL	15	19	9	23	24	106
% OF TOTAL	8%	10%	5%	12%	12%	54%

Comments & Observations:

From the above analysis 68% of the respondents were male and 45% of the respondents were at least between 30 -40years of age. ABC team comprises of very young people. 38 % of the respondents were below 30 years of age and that represented a sample of 83% of respondents within the age of 40years of age. At least 31 % was at managerial level and 59% was at non-clerical to officer level. Most of the respondents had an associate or bachelor's degree with only 3% holding a high school certificate. 13% of the respondents had a Master's degree and none of the respondents had a Doctorate. This has to do with the sector of the economy. 54% of the respondents were based in Zimbabwe and 60% were Zimbabweans also based in other regional countries.

Table 5: Codes for demographics data analysis

Q98	1 Male	2 Female				
Q99	1 Below 30	2- (30-40)	3- (Above 40)			
Q100	1- 1-3year	2 -3-5years	3- 5-8years	4- Above 40		
Q101	1 Non clerical- (	2 Clerical	3 Officer	4 Manager	5 Head of department	
Q102	1 High Scholl	2 Associate degree	3 Bachelor degree	4 Masters degree	5 Doctorate	
Q103	1 Mozambican	2 Tanzanian	3 South African	4 Zambian	5 Tswana	6 Zimbabwean
Q104	1 Mozambique	2 Tanzania	3 South Africa	4 Zambia	5 Botswana	6 Zimbabwe

5.1 ANALYSIS OF LEADERSHIP

Descriptive statistics: *Transformational leadership*

Table 6: Descriptive Statistics: Means and Standard Deviation for MLQ Scales

LEADERSHIP STYLE	N	X	SD	Rank as per means
Contingent reward	784	2.598214	1.146061889	3
Effectiveness	784	2.452806	1.093492785	4
Extra effort	588	2.255102	1.063354832	9
Idealised influence (attributed)	784	2.419643	1.224972958	5
Idealised influence (behaviour)	784	2.344388	1.330943887	7
Individualised consideration	784	2.32398	1.274421304	8
Inspirational motivation	784	2.700255	1.243404027	1
Intellectual stimulation	784	2.34949	1.115926671	6
Laissez-faire	784	1.515306	1.53120639	12
Management by exception (active)	784	2.145408	1.38935171	10
Management by exception (Passive)	784	1.776786	1.39234245	11
Satisfaction	392	2.69898	1.147085255	2

N is the number of respondents, x the mean and SD is the standard deviation

Using the MLQ scales, the mean value of the scales from contingent reward to Management by Exception (active) is over the theoretical mean (2). The only exception is the case of the laissez faire scale and management by exception (passive) with means of 1.52 and 1.8 respectively. The mean values for the transformational scales range between 2.70 and 2.32. Considering the scales labels, the scores imply that those behaviors were observed "sometimes" to "fairly often". Bass and Avolio, 1995 report values ranging from 2.11 to 3.20 in the transactional scales.

Transformational scales were highly interrelated. The values ranged between $r = .78$ and $r = .98$. The Contingent Reward scale showed a greater correlation with the transformational leadership scales than with transactional leadership scales, and it presents even greater correlations than transformational scales among themselves.

Many investigations showed high interrelations between the transformational scales and even high correlations with the scale contingent reward, whereas contingent reward and laissez faire correlate on a lower level. Avolio et.al. (1999) reported an average inter-correlation among the transformational scales of $r = .81$, while the average was $r = .75$ between the transformational scales and contingent reward. In the replication study, the average inter-correlation among the transformational scales was $r = .80$, while the average correlation with contingent reward leadership was $r = .69$. These high values were explained by using hierarchical models.

The authors argued that correlations between the transformational and transactional contingent reward leadership scales can be expected because both styles of leadership represent active and constructive forms of leadership, since transactional contingent reward leadership may be the basis for structuring developmental expectations, as well as building trust, because of a consistent honoring of "contracts" over time. Also effective leaders display varying amounts of both transactional and transformational leadership (Avolio & Bass, 1995; Bass & Avolio, 1993, 1994).

Study Findings

In the study of African Banking Corporation, the researcher found that it was possible to replicate the factors as reported. By using the questionnaire (MLQ 5X) short form, the transformational scales interrelations with contingent reward are between $r=.68$ and $r=.96$. Furthermore, in this study, high positive correlations were presented mainly between the transformational leadership scales and effectiveness. The ranges are between $r= .67$ to $r=.97$. There were also positive correlations with effectiveness, even though not as great, in the case of factors of transactional leadership (greater in contingent reward($r=.90$) than in MBE (A) ($r=.76$) (see Table. 7).

Table 7: Leadership correlation

Leadership correlation														
Table 7: Means, Standard Deviations, Reliabilities and Correlations for MLQ Factors (N=784)														
ML Factor	Mea	SD	CR	EF	EX	IA	IB	ICQ	IM	IS	LF	MBE (A)	MBE (P)	S A
CR	2,59	1,14												
	8	6												
EF	2,45	1,09												
	3	3	0.9050											
EX	2,25	1,06		0.917										
	5	3	0.6820	0										
IA	2,42	1,22		0.970										
	0	5	0.9660	0	0.7940									
IB	2,34	1,33		0.756										
	4	1	0.9500	0	0.4930	0.8470								
IC	2,32	1,27		0.948										
	4	4	0.9480	0	0.7610	0.9830	0.8570							
IM	2,70	1,24		0.670				0.756						
	0	3	0.8760	0	0.3520	0.8130	0.8300	0						
IS	2,34	1,11		0.975				0.940						
	9	6	0.9650	0	0.8410	0.9790	0.8520	0	0.7860					
LF	1,51	1,53		0.628				0.404						
	5	1	0.5520	0	0.6820	0.5520	0.3980	0	0.4900	0.6880				
MBL (A)	2,14	1,38		0.756				0.922			0.036			
	5	9	0.8370	0	0.4960	0.8470	0.8250	0	0.6840	0.7470	0			
MBL (P)	1,77	1,39		0.325				0.283			0.720			
	7	2	0.5570	0	0.1390	0.4180	0.5570	0	0.7570	0.5100	0	0.0970		
SA	2,69	1,14		0.801				0.796			0.650			0.67
	9	7	0.8560	0	0.5820	0.8790	0.7003	0	0.9290	0.8590	0	0.6250	3	

For comparative purposes Molero (1994) in Spanish samples report correlations of extra effort $r = .85$ with charisma, $r=.81$ with contingent reward (reinforcing leader), $r= .15$ with contingent reward (negotiating leader), $r= -.34$ with MBE and $r= -.78$ with laissez-faire. In this study, correlations of extra effort and transformational scales are between $r=.35$ and $r=.84$, and with transactional scales between $r=-.068$ and $r=.68$. MBE passive and Laissez-faire show negative correlations of $r= -.68$ and $r= -.13$ respectively. Transformational leadership presents a higher correlation with extra effort criterion than transactional leadership.

These findings are consistent with the research conducted by Monash University on Australian Small businesses which showed a strong use of visionary (IM) coaching (IC), reward (CR) and role modelling that challenge workers (IS) ahead of appeals to charismatic leadership behaviours (IA). The transactional leadership behaviours of management by exception (active) and management by exception (passive) were used less frequently. Interestingly, the laissez faire behaviour was hardly used at all. In the area of outcomes, at ABC it was perceived that the leadership behaviours encouraged others to find satisfaction through use of effectiveness and extra effort.

African Perspective

From the African Banking Corporation sample results, the researcher can conclude that the transformational leadership behaviour is a universal concept. The transformational leader promotes positive change leading to higher levels of performance, and developing empowered, self-sacrificing, community-focused associates, teams, organizations, nations, and societies.

Africa is a continent faced with many hardships, yet transformational leadership provides a means for overcoming those hardships, while closely reflecting the African ideals of "being human" or the "Ubuntu " philosophy. This type of leadership behaviour is consistent with the African spirit of leadership, which is based on the principle of "ubuntu -being human".

5.2 RESULTS ON ORGANISATIONAL CULTURE

Organisational Culture

Descriptive Statistics: Culture

Table 8: Descriptive statistics- Means and Standard deviation for Organisational culture

ORGANISATIONAL CULTURE	N	X	SD	Rank
Competitiveness	784	3.42602	1.093174682	3
Emphasis on reward	784	3.169643	1.215290777	5
Innovation	784	3.459184	1.178074428	1
Performance orientation	784	3.44898	1.153571379	2
Social responsibility	784	3.192602	1.184142291	4
Stability	784	3.108418	1.269438608	7
Supportiveness	784	3.127551	1.114885294	6

Using the OCP scales, the mean values of the three scales range from 3.11 to 3.46, innovation had the highest mean followed by performance orientation, competitiveness, social responsibility, and emphasis on reward, supportiveness and lastly stability. These results differ from Sarros and Santora's sample of the Australian executives, which found that there was emphasis on achievement, benevolence, self-direction and security as core values. The study by Sarros, Gray and Denstein (2001) also shared similar results with performance orientation, social responsibility, supportiveness and emphasis on rewards showing higher means.

The study on African Banking Corporation had innovation as the prominent dimension of organizational culture. This ranked sixth on Sarros, Gray and Denstein study. Similarly, competitiveness which ranked third on the African Banking Corporation sample ranked sixth on the Sarros, Gray and Denstein study. Supportiveness and stability ranked sixth and seventh respectively on the African Banking Corporation sample and third and fifth respectively on Sarros, Gray and Denstein sample. Given the time of the African Banking Corporation's study and the nature of the ever changing environment in Africa it is befitting that a bank of its nature be innovative, quick to take advantage of opportunities, be risk taking and take individual responsibility seriously.

Furthermore, the bank had to embrace spirit of competitiveness and be achievement oriented, distinctive and emphasise on quality. However, stability that is all about being calm, low in conflict and provides security of employment had the lowest mean. Throughout Africa, change happens everyday and as such there is less emphasis on security of employment but more emphasis on value addition and growth of investments.

From the above results, the researcher can conclude that the process of building competitive and cooperative organizational culture can be achieved when leaders raise worker's expectations and beliefs about overall goals and coach and mentor their staff in achieving these objectives. These innovative and achieving cultures rely on committed and supportive leaders. Evidently, organisations characterised by being competitive, innovative and performance oriented tend not to be strongly associated with being stable. Leaders at African Banking Corporation appear to be using transformational leadership behaviours to achieve an innovative and competitive culture.

Table 9 below showed positive correlations between all attributes in the organisational culture profile. Competitiveness, which drives the bank, was highly correlated with all other attributes. However, social responsibility was not strongly correlated with emphasis on reward, innovation and performance orientation. Stability and Supportiveness have the best positive relationship.

Table 9: Project correlation(organisational culture)
:Means,Stdvs,Reliabilities and Correlations for MLQ Factors(N=784)

OCP	Mean	SD		CMP	ER	IN	PO	SR	ST	SP
CMP	3,4260	1,09317								
ER	3,1696	1,21529	0.8185							
IN	3,4591	1,11780	0.8825	0.9484						
PO	3,4489	1,15357	0.9052	0.9510	0.9872					
SR	3,1926	1,18414	0.9106	0.5962	0.6402	0.6696				
ST	3,1084	1,26943	0.9336	0.8425	0.8361	0.8444	0.9145			
SP	3,1275	1,11488	0.9372	0.8899	0.8536	0.8684	0.8617	0.9510		

1. There is a positive correlation between all the attributes in the org structure
2. Competitiveness is highly correlated with all the other attributes
3. Social responsibility is not strongly correlated with emphasis on reward, innovation and performance orientation.
4. Stability and Supportiveness have the best positive relationship

African Perspective

"Africa is beyond bemaaning the past for its problems. The task of undoing that past is on the shoulders of African leaders themselves, with the support of those willing to join in a continental renewal. We have a new generation of leaders who know that Africa must take responsibility for its own destiny, that Africa will uplift itself only by its own efforts in partnership with those who wish her well."

.....Nelson Mandela

From the African Banking Corporation sample results, the researcher can conclude that the organisational culture is that of innovation and competition. African culture has distinctive feelings of communalism, in contrast to separatism. This

fundamental perspective forms the basis for African organisational culture and guides its view of corporate governance. Fundamental African personality traits:

- ❑ Spiritual collectiveness as opposed to individualism determines the communal nature of life, where households live as part of interdependent neighborhoods.
- ❑ Inclination towards consensus rather than dissension, which explains the unequivocal loyalty of Africans to their leadership.
- ❑ Inborn humility and helpfulness to others rather than criticising them.
- ❑ In the main, African culture is non-discriminatory and does not promote prejudice. This explains the readiness with which Africans embrace reconciliation in politics and business.
- ❑ Co-existence with other people is most valued. The essence of *ubuntu* (humanity) cuts across Africa. It is based on the premise that you can only be respected because of your cordial co-existence with others. Materialism does not come into play at all.
- ❑ A mentality of inherent trust and belief in the fairness of human beings.
- ❑ High standards of basic morality, based on historical precedent. These are bolstered by the close kinship observed through totem or clan names and the extended family system.
- ❑ A hierarchical political ideology, but based on an inclusive system of consultation. Labour relations and people management practices will optimise this trait.
- ❑ Perpetual optimism is an integral part of the African, mainly due to strongly held religious beliefs.

These personality traits present a different view of African business culture than that held by most westerners. The ability to recognise and respect such aspects of culture is essential.

5.3 Organisational Commitment

Descriptive Statistics:Commitment

Table 10: Descriptive Statistics: Means and Standard deviation for organisational Commitment scales

<u>ORGANISATIONAL COMMITMENT</u>	<u>N</u>	<u>X</u>	<u>SD</u>	<u>Rank</u>
Affective	1568	3.924745	1.649219014	1
Continuance	1568	3.223852	1.442899109	3
Normative	1568	3.8011658	1.612672313	2

Using Meyer and Allen's seven point OCQ scale, the mean values of the three scales range from 3.22 to 3.92, affective and normative commitment were clearly above the continuance commitment scale. Affective commitment is the one that appeared with greater intensity in the sample (3.92). Contrary to expectations, continuance commitment did not present a high mean value.

Table. 11: Correlation of commitment scales

The commitment scales are positively interrelated ranging between $r=.16$ and

Project correlation (organisational commitment)
Table 11:Means,Stdvs,Reliabilities and Correlations for MLQ Factors(N=784)

MLQ	Mean	SD	R		AFF	CN	NM		
AFF	3,92474	1,649219	0.87						
CN	3,2238	1,44289	0.75		0.5727				
NM	3,80116	1,61267	0.79		0.572	0.1598			

- 1.Affective is fairly correlated to continuance and normative
- 2.There is absolutely an insignificant relationship between continuance and normative

$r=.58$. The highest correlation is between affective and normative commitment $r=.67$. Both scales correlate with affective commitment in $r=.572$. A correlation analysis reports minor difference between affective and normative commitment on the one hand and affective and continuance commitment on the other with $p<0.01$. Although all the correlations are positive and significant these results confirm the assumption that affective and normative commitment are highly interrelated. A person who achieves high scores in affective commitment will also do so in normative commitment.

Correlation analysis between transformational leadership and commitment

Transformational behavior has the objective of increasing identification and emotional closeness of employees. Higher levels of identification result in higher levels of commitment, of trust, loyalty, and performance (Avolio, 1999), which should have an effect on the relationship to the organization. Consequently, two commitment components are differentiated, namely, an affective and a calculated component. A positive correlation is expected to be found, especially for the affective component. The calculated component should turn out as independent of leadership behaviors.

The relation between transformational leadership and organizational commitment has been analyzed in several studies. Correlations of $r=.39$ were found (Barling et al. 1996; Mowday et al. 1982). Podsakoff et al. (1996) report correlations between transformational leadership and commitment between $r=.20$ und $r=.34$. Bycio et al. (1995) found even correlates of $r=.45$ between affective commitment and the charisma scale of transformational leadership. In regard to continuance commitment no correlates were found ($r= -.03$ -- $.06$). This findings were replicated also by Felfe (2002) who reports correlates of $r=.26$ until $r=.35$ between affective organizational commitment and the transformational leadership scales.

Transformational leadership correlates higher with affective commitment than does transactional leadership. A correlation analysis yields a significant difference

($p < 0.05$) between transformational leadership and affective commitment as against transactional leadership and affective commitment. No significant correlations between continuance commitment and leadership are observed. In the case of normative commitment the correlations to leadership are significant but at a lower level than with affective commitment.

African Perspective

From the African Banking Corporation sample results, the researcher can conclude that the organisational commitment is a rare concept. Maslow's hierarchy of needs can not be applied in the African culture because most Africans can not reach self actualisation. Leaders have to deal with issues of satisfying basic needs. African culture has distinctive feelings of communalism, in contrast to separatism. This fundamental perspective forms the basis for African organisational culture and organizational commitment.

Professor Abraham Maslow described 5 levels of needs:

- Physiological biological requirements- warmth, hunger and thirst
- Security needs for protection from danger and threats -
- Social needs from expression of friendship, love or compatible groups
- Self esteem self respect and autonomy
- Self actualisation needs arising from realising ones own potential

According to Maslow

- Each lower order need has to be filled and satisfied to move upwards
- When an individual need is satisfied it declines in importance and the next level need becomes more important
- When an individual moves to the highest order needs it becomes of increasing importance and you want to remain there

From an African perspective, most people are on the physiological, security and social needs level and never move to the self esteem and self actualisation, hence commitment level is only important as long as it fulfils the basic needs. However, not all people are driven by the same needs - at any time different employees may be motivated by entirely different factors. It is important to understand the needs being pursued by each employee. To motivate an employee, leadership must be able to recognize the needs level at which the employee is operating, and use those needs as levers of workplace motivation. In this regard, organizational commitment is not a universal concept in the African perspective and is influenced by culture and leadership. As such commitment can only be in as far as needs of the community are met. Therefore there is it is important to look at leadership, culture and commitment from an African perspective.

5.4 HYPOTHESIS TESTING

The research questions were as follows:

Transactional Leadership						Organisational Culture						
A	b	c	d	e	Total	a	b	c	d	e	f	Total
54	83	162	310	175	784	38	108	270	218	149	1	704
325	96	126	108	129	784	91	155	163	280	95	0	704
151	102	165	214	152	784	52	131	165	277	159	0	704
200	148	181	137	118	784	59	105	187	291	141	1	704
						75	117	320	126	145	1	704
						105	145	227	174	132	1	704
						62	168	251	214	88	1	704
730	429	634	769	574	3136	402	929	1503	1500	909	5	5403

Transformational Leadership						Organisational Commitment							
a	b	c	d	e	Total	a	b	c	d	e	f	g	Total
104	89	189	253	149	784	197	65	457	236	308	163	141	1567
66	75	137	256	250	784	272	263	523	192	88	130	100	1568
79	124	182	242	157	784	216	221	266	228	370	126	139	1566
79	93	194	256	162	784								
109	113	126	271	165	784								
437	494	828	1278	883	3920	685	549	1240	656	766	419	380	4704

Transformational Leadership Vs Organisational Culture

	<u>a</u>	<u>b</u>	<u>c</u>	<u>d</u>	<u>e</u>
Transformational Leadership	437	494	828	1278	883
Organisational Culture	482	929	1583	1580	914

Correlation Efficient 0.779

Transactional Leadership Vs Organisational Culture

	<u>a</u>	<u>b</u>	<u>c</u>	<u>d</u>	<u>e</u>
Transactional leadership	730	429	634	769	579
Organisational Culture	482	929	1583	1580	914

Correlation Efficient 0.201

Transactional Leadership Vs Organisational Commitment

	<u>a</u>	<u>b</u>	<u>c</u>	<u>d</u>	<u>e</u>
Transactional leadership	730	429	634	769	574
Organisational Commitment	685	549	1246	656	521.67

Correlation Efficient -0.221

Transformational Leadership Vs Organisational Commitment

	<u>a</u>	<u>b</u>	<u>c</u>	<u>d</u>	<u>e</u>
Transformational leadership	437	494	828	1278	883
Organisational Commitment	685	549	1246	656	521.67

Correlation Efficient 0.0838

Transformational Leadership Vs Transactional Leadership

	<u>a</u>	<u>b</u>	<u>c</u>	<u>d</u>	<u>e</u>
Transformational Leadership	437	494	828	1278	883
Transactional Leadership	730	429	634	769	579

Correlation Efficient 0.475

Organisational Culture Vs Organisational Commitment

	<u>a</u>	<u>b</u>	<u>c</u>	<u>d</u>	<u>e</u>
Organisational Culture	482	929	1583	1580	914
Organisational Commitment	685	549	1246	656	521.67

Correlation Efficient 0.552

The Research questions were as follows:

- 1) Do subordinates display high commitment to their company?
- 2) Do subordinates' perception of their managers' leadership behaviour correlate with their level of commitment to the company?
- 3) Which leadership behaviour, transformational or transactional, has a more positive relationship with on organisational commitment?
- 4) Does the organisation have a common organisational culture?
- 5) Do subordinates' perception of their managers' leadership behaviour have a correlation with perceptions of organisational culture?
- 6) Which leadership behaviour, transformational or transactional, has a stronger correlation with organisational culture?
- 7) Is organisational culture positively correlated with organisational commitment?

The seven research questions stated above lead us to the following hypotheses.

HA ₁ :	Transformational leadership is positively correlated with organisational commitment. ($p>0$)
HB ₁ :	Transformational leadership is positively correlated with organisational culture. ($p>0$)
HC ₁ :	Organisational culture will have a stronger positive correlation with organisational commitment ($p>0.8$).
HD ₁ :	Transactional leadership is negatively correlated with organisational commitment. ($p>0$)
HE ₁ :	Transformational leadership will have a stronger positive correlation than transactional leadership on organisational commitment. ($p_1-p_0<0$)
NB	P_0 =(correlation transformational leadership Vs Organisational Commitment) and p_1 =(correlation transactional leadership Vs organisational Commitment)
HF ₁ :	Transactional leadership is negatively correlated with organisational culture. ($p= -0.3$)
HG ₁ :	Transformational leadership will have a stronger positive correlation than transactional leadership on organisational culture. ($p_a -p_b >0$)
NB	p_a =(correlation transformational leadership Vs Organisational Culture and p_b =(correlation transactional leadership Vs organisational Culture)

The researcher used $n=5$ and a significance level of 5%

I then used the Fisher's Transformation of r to test the statistical correlation.

Findings

Hypothesis 1, p value was 0.8980 and the decision was to accept HA_1

Hypothesis 2, the p value was 0.0392 and the decision was to accept HB_1

Hypothesis 3, the p value was 0.9948 and the decision was to reject HC_1

Hypothesis 4, the p value was 0.5199 and the decision was to accept HD_1

Hypothesis 6, the p value was 0.2327 and the decision was to reject HF_1

In the 5th and 7th hypothesis tests, the researcher tested the difference between the two correlations.

Hypothesis 5, p value was 0.5793 and the decision was to accept HE_1

Hypothesis 7, the p value was 0.4207 and the decision was to accept HG_1

6.5 Hypotheses

Hypothesis 1 stated.

HA_1 : Transformational leadership is positively correlated with organisational commitment. ($p>0$)

Hypothesis 1, p value was 0.3409 and the decision was to accept HA_1 .

Therefore, hypothesis HA_1 was supported.

Hypothesis 1 synthesis:

This finding states that transformational leadership is positively correlated with organisational commitment.

Hypothesis 2 stated.

HB_1 : Transformational leadership is positively correlated with organisational culture. ($p>0$)

Hypothesis 2, the p value was 0.0384 and the researcher had to accept HB_1

Hypothesis 2 synthesis:

This finding states that transformational leadership is positively correlated with organisational culture. It is line with research studies conducted by Sarros' that revealed that leadership was a more prominent predictor of culture and this was consistent with Schein's research 1982 and 1992 that asserted that leaders determine the type of culture in an organisation. Studies by Hamrick, 1987; Hining, Thibault, Slack and Kikulis, 1968; Rowsell and Berry 1993; Russell 2001 revealed linkages among strong personal and corporate values and similarly powerful corporate cultures, particularly when these values were nurtured and articulated by senior organisational leaders. This is the case with African Banking Corporation where all the attributes were correlated with the OCP and competitiveness and innovation were the key dimensions of culture. Little emphasis was put on stability and rewards due to the dynamic environment the bank operate within.

Hypothesis 3 stated.

HC₁: Organisational culture will have a stronger positive correlation with organisational commitment ($p > 0.8$).

Hypothesis 3, the p value was 0.5398 and the researcher had to reject HC₁

Hypothesis 3 synthesis:

This finding stated that organisational culture will not have a stronger positive correlation with organisational commitment.

Hypothesis 4 stated.

HD₁: Transactional leadership is negatively correlated with organisational commitment. ($p = -0.3$)

Hypothesis 4, the p value was 0.2236 and the researcher had to reject HD₁

Hypothesis 4 synthesis:

This finding stated that transactional leadership is positively correlated with organisational commitment.

Hypothesis 5 stated.

HE₁: Transformational leadership will have a stronger positive correlation than transactional leadership on organisational commitment. ($p_1 - p_0 < 0$)

NB P_0 = (correlation transformational leadership Vs Organisational Commitment) and p_1 = (correlation transactional leadership Vs organisational Commitment)

Hypothesis 5, p value was 0,5793 and the researcher had to reject HE₁

Hypothesis 5 synthesis:

This finding stated that transformational leadership will not have a stronger positive correlation than transactional leadership on organisational commitment. .

Hypothesis 6 stated.

HF₁: Transactional leadership is negatively correlated with organisational culture. ($p = -0.3$)

Hypothesis 6, the p value was 0.2327 and the researcher had to reject HF₁

Hypothesis 6 synthesis:

This finding states that transactional leadership is positively correlated with organisational culture. It is in line with research studies conducted by Sarros' that revealed that leadership was a more prominent predictor of culture and this was consistent with Schein's research 1982 and 1992 that asserted that leaders determine the type of culture in an organisation. Studies by Hamrick, 1987; Hining, Thibault, Slack and Kikulis, 1968; Rowsell and Berry 1993; Russell 2001 revealed linkages among strong personal and corporate values and similarly

powerful corporate cultures, particularly when these values were nurtured and articulated by senior organisational leaders. This is the case with African Banking Corporation where all the attributes were correlated with the OCP and competitiveness and innovation were the key dimensions of culture. Little emphasis was put on stability and rewards due to the dynamic environment the bank operate within. The bank also had to use certain aspects of transactional leadership to foster a culture on competitiveness and innovation.

Hypothesis 7 stated.

HG₁: Transformational leadership will have a stronger positive correlation than transactional leadership on organisational culture. ($p_a - p_b > 0$)

NB p_a = (correlation transformational leadership Vs Organisational Culture and
 p_b = (correlation transactional leadership Vs organisational Culture)

Hypothesis 7, the p value was 0.4207 and the researcher had to accept HG₁

Hypothesis 7 synthesis:

This finding stated that transformational leadership will have a stronger positive correlation than transactional leadership on organisational culture. It is in line with Sarros' research that revealed that (transformational) leadership was a more prominent predictor of culture and this was consistent with Schein's research 1982 and 1992 that asserted that leaders determine the type of culture in an organisation. Other studies revealed linkages among strong personal and corporate values and similarly powerful corporate cultures, particularly when these values were nurtured and articulated by senior organisational leaders (Hamrick, 1987; Hining, Thibault, Slack and Kikulis, 1968; Rowsell and Berry 1993; Russell 2001).

The process of building competitive and cooperative organisational cultures can be achieved when leaders raise the expectations and beliefs about overall goals, coach and mentor staff. These innovative and high achieving cultures rely on committed and supportive leaders. The findings revealed that the more

transformational leadership behaviour used, the greater the leadership outcomes and the more performance oriented and socially responsible and supportive the organisational culture was. The OCP was also used to assess the person - organisational fit that leads to improved recruitment, selection and socialisation practises.

CONCLUSION

From the above analysis, the following can be concluded:

1. Transformational leadership is positively correlated with organisational commitment.
2. Transformational leadership is positively correlated with organisational culture.
3. Organisational culture will not have a stronger positive correlation with organisational commitment.
4. Transactional leadership is positively correlated with organisational commitment.
5. Transformational leadership will not have a stronger positive correlation than transactional leadership on organisational commitment.
6. Transactional leadership is positively correlated with organisational culture
7. Transformational leadership will have a stronger correlation than transactional leadership on organisational culture.

CHAPTER SIX - DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

This research focused on the relationships between leadership style, organisational culture and organisational commitment within African Banking Corporation. The researcher found in this study, it is possible to predict the kind of leadership style that characterises the culture of an organisation. Secondly it was also possible to predict the relationship between organisational culture and organisational commitment.

6.1 CONTEXT OF RESEARCH STUDY

In the study, the researcher identified to what extent Transformational Leadership and Transactional Leadership; both separately and as an interaction determine the culture of an organisation. Using selected instruments of MLQ and OCP, with factored scores, on this sample, this research project attempted to answer to what extent Transformational leadership and transactional leadership separately, together, or both can actually influence the culture of an organisation. If this is possible to determine, then it could also be possible to create a model or framework for leadership that would provide a better perception for this organisation. Similarly, it would allow leaders and managers to determine ways to promote the preferred culture.

Furthermore, the researcher tried to examine the relationship between Transformational Leadership and Transactional Leadership behaviours with organisational commitment. Using selected instruments of MLQ and OCQ, with factored scores, on this sample, this research project attempted to answer to what extent Transformational leadership and Transactional leadership separately, together, or both can actually influence organisational commitment. If this is possible to determine, then it could also be possible to create a model or framework for leadership that would provide a better perception for this

organisation. Similarly, it would allow leaders and managers to determine ways to promote organisational commitment. Finally, the researcher attempted to address the question as to whether organisational culture was positively correlated with organisational commitment. In doing so, the researcher wanted to examine how leadership style, organisational culture and organisational commitment were interrelated.

6.2 RESEARCH FINDINGS

6.2.1 Demographics

Seven demographic variables were selected for use of this study these includes gender, age, current position, period of employment, educational level, nationality and regional office. This sample largely consisted of six regional operations, Zimbabwe, Botswana, Mozambique, Zambia, Tanzania and South Africa. 68% (133) of the respondents were male and 33 % (63) female. 45% of these respondents were at least between 30 -40years of age. ABC team comprised of very young people. 38 % of the respondents were below 30 years of age and that represented a sample of 83% of respondents within the age of 40years of age. At least 31 % was at managerial level and 59% was at non-clerical to officer level. 110 of the respondents had an associate or bachelor's degree with only 3% holding a high school certificate. 13% (25) of the respondents had a Master's degree and none of the respondents had a Doctorate. This has to do with the sector of the economy. 54% (106) of the respondents were based in Zimbabwe and 60% (119) were Zimbabweans also based in other regional countries.

6.2.2 Leadership

The findings showed that at ABC all transformational behaviours as well as the transactional behaviours of contingent reward were used fairly often. These finding are consistent with the research conducted by Monash University on Australian Small businesses which showed a strong use of visionary (IM) coaching (IC), reward (CR) and role modelling that challenge workers (IS) ahead of appeals

to charismatic leadership behaviours (IA). The transactional leadership behaviours of management by exception (active) and management by exception (passive) were used less frequently. Interestingly, the laissez faire behaviour was hardly used at all. In the area of outcomes, at ABC it was perceived that the leadership behaviours encouraged others to find satisfaction through use of effectiveness and extra effort.

The mean value of the scales from contingent reward to Management By Exception (active) is over the theoretical mean (2). The only exception is the case of the laissez faire scale and management by exception (passive) with means of 1.52 and 1.8 respectively. The mean values for the transformational scales range between 2.70 and 2.32. Considering the scales labels, the scores imply that those behaviors were observed "sometimes" to "fairly often". Bass and Avolio, 1995 report values ranging from 2.11 to 3.20 in the transactional scales.

Transformational scales are highly interrelated. The values range between $r = .78$ and $r = .98$. The Contingent Reward scale shows a greater correlation with the transformational leadership scales than with transactional leadership scales, and it presents even greater correlations than transformational scales among themselves. Many investigations show high interrelations between the transformational scales and even high correlations with the scale contingent reward, whereas contingent reward and laissez faire correlate on a lower level. Avolio et.al. (1999) report an average inter-correlation among the transformational scales of $r = .81$, while the average was $r = .75$ between the transformational scales and contingent reward. In the replication study, the average inter-correlation among the transformational scales was $r = .80$, while the average correlation with contingent reward leadership was $r = .69$. These high values were explained by using hierarchical models. The authors argued that correlations between the transformational and transactional contingent reward leadership scales can be expected because both styles of leadership represent active and constructive forms of leadership, since transactional contingent reward leadership may be the basis for structuring

developmental expectations, as well as building trust, because of a consistent honoring of "contracts" over time. Also effective leaders display varying amounts of both transactional and transformational leadership (Avolio & Bass, 1995; Bass & Avolio, 1993, 1994).

In the study of African Banking Corporation, the researcher found that in it was possible to replicate the factors are reported. By using the questionnaire (MLQ 5X) short form, the transformational scales interrelations with contingent reward are between $r=.68$ and $r=.96$. Furthermore, in this study, high positive correlations were presented mainly between the transformational leadership scales and effectiveness. The ranges are between $r=.67$ to $r=.97$. There were also positive correlations with effectiveness, even though not as great, in the case of factors of transactional leadership (greater in contingent reward($r=.90$) than in MBE(A) ($r=.76$) (see Table. 7).

For comparative purposes Molero (1994) in Spanish samples report correlations of extra effort $r = .85$ with charisma, $r=.81$ with contingent reward (reinforcing leader), $r = .15$ with contingent reward (negotiating leader), $r = -.34$ with MBE and $r = -.78$ with laissez-faire. In this study, correlations of extra effort and transformational scales are between $r=.35$ and $r=.84$, and with transactional scales between $r=-.068$ and $r=.68$. MBE passive and Laissez-faire show negative correlations of $r = -.68$ and $r = -.13$ respectively. Transformational leadership presents a higher correlation with extra effort criterion than transactional leadership.

The strongest correlations were between transformational leadership approaches - charisma, influence, challenge, guidance, and most of all, vision - and performance orientation, emphasis on rewards, and supportiveness. This finding suggests that positive, affirming, motivational approaches to leadership help create, influence or enhance cultures, which encourage workers and provide incentives for them to excel.

Of all the leadership approaches, inspirational motivation (creating and extolling a vision for the future) was the one most linked to organisational culture. At the other end of the scale, intellectual stimulation (challenging workers, appealing to their sense of inquiry, encouraging creative problem solving) was least associated with organisational culture, as were active and passive management by exception, and laissez-faire. These findings showed that ABC executives identified dynamic, proactive, change-focused leadership approaches with responsive, closely aligned organizational cultures

6.2.3 Organisational Culture

The mean values of the three scales range from 3.11 to 3.46, innovation had the highest mean followed by performance orientation, competitiveness, social responsibility, and emphasis on reward, supportiveness and lastly stability. These results differ from Sarros and Santora's sample of the Australian executives, which found that there was emphasis on achievement, benevolence, self-direction and security as core values. The study by Sarros, Gray and Denstein (2001) also shared similar results with performance orientation, social responsibility, supportiveness and emphasis on rewards showing higher means.

The study on African Banking Corporation had innovation as the prominent dimension of organizational culture. This ranked sixth on Sarros, Gray and Denstein study. Similarly, competitiveness which ranked third on the African Banking Corporation sample ranked sixth on the Sarros, Gray and Denstein study. Supportiveness and stability ranked sixth and seventh respectively on the African Banking Corporation sample and third and fifth respectively on Sarros, Gray and Denstein sample.

Given the time of the African Banking Corporation's study and the nature of the ever changing environment in Africa it is befitting that a bank of its nature be innovative, quick to take advantage of opportunities, be risk taking and take individual responsibility seriously. Furthermore, the bank had to embrace spirit of

competitiveness and be achievement oriented, distinctive and emphasis on quality. However, stability that is all about being calm, low in conflict and provides security of employment had the lowest mean. Throughout Africa, change happens everyday and as such there is less emphasis on security of employment but more emphasis on value addition and growth of investments.

From the above results, the researcher can conclude that the process of building competitive and cooperative organizational culture can be achieved when leaders raise worker's expectations and beliefs about overall goals and coach and mentor their staff in achieving these objectives. These innovative and achieving cultures rely on committed and supportive leaders. Leaders at African Banking Corporation appear to be using transformational leadership behaviours to achieve an innovative and competitive culture.

Correlations between culture factors told us how leaders perceived the associations of different aspects of culture within their own organisations. Particularly illuminating are strong correlations (indicating a close relationship between two different aspects of culture) or weak correlations (indicating a remote or antithetical relationship). Close relationships between culture factors may be based on compatibility, common goals or motivations, or cause-and-effect.

The Survey found that the strongest correlations among culture factors are, in order:

1. Emphasis of rewards with performance orientation
2. Stability and supportiveness
3. Emphasis of rewards with innovation
4. Competitiveness and supportiveness

These findings show that competitiveness is strongly aligned with a focus on achieving goals and objectives and with creativity in products, services and business methods.

The weakest correlations are:

1. Social responsibility and emphasis on rewards
2. Social responsibility and innovation
3. Social responsibility and performance orientation

Evidently, organisations characterised by being competitive, innovative and performance oriented tends not to be strongly associated with being stable.

6.2.4 Organisational Commitment

Table 11 showed fair correlations between affective and normative scales and an insignificant correlation between continuance and normative scales

The mean values of the three scales range from 3.22 to 3.92, affective and normative commitment were clearly above the continuance commitment scale. Affective commitment is the one that appeared with greater intensity in the sample (3.92). Contrary to expectations, continuance commitment did not present a high mean value.

The commitment scales are positively interrelated ranging between $r=.16$ and $r=.58$. The highest correlation is between affective and normative commitment $r=.67$. Both scales correlate with affective commitment in $r=.572$. A correlation analysis reports minor difference between affective and normative commitment on the one hand and affective and continuance commitment on the other with $p<0.01$. Although all the correlations are positive and significant these results confirm the assumption that affective and normative commitment are highly interrelated. A person who achieves high scores in affective commitment will also do it in normative commitment.

6.2.4.1. Correlation analysis between transformational leadership and commitment

Transformational behavior has the objective of increasing identification and emotional closeness of employees. Higher levels of identification result in higher

levels of commitment, of trust, loyalty, and performance (Avolio, 1999), which should have an effect on the relationship to the organization. Consequently, two commitment components are differentiated, namely, an affective and a calculated component. A positive correlation is expected to be found, especially for the affective component. The calculated component should turn out as independent of leadership behaviors.

6.3 CONCLUSION

In conclusion, since leadership, and transformational leadership in particular, play an important role in building and sustaining strong corporate cultures, it is highly encouraging that the research's findings show that ABC's executives appear to be more aware of and willing to use transformational leadership behaviours to achieve results. In fact, the more transformational leadership used, the greater the leadership outcomes, the more performance oriented, socially responsible and supportive the organisational culture, and the more trusting, loyal and committed the workers are in those organisations.

6.4 LIMITATIONS

Four limitations existed in this research. First the sample consisted exclusively of employees of African Banking Corporation, a small merchant bank with operations throughout the SADC region. Results might have been different if an international or regional commercial bank was used.

Secondly, this research examined an organisation in its entirety. For future research, the researcher suggests looking at an organisation by individual departments or units.

Thirdly the 360 degree feedback rating may provide a best indicator of effective leadership, as this method would allow an individual to assess his or her own leadership based on how that individual is perceived by different co-workers. When multiple perspectives are collected from the raters who are at different levels, the leadership profile may increase in accuracy and in usefulness. A 360 degrees feedback measure, however, is very costly and time consuming.

Lastly, the relationships of leadership, culture and commitment might have been different if the percentages for age, sex, length of employment, educational level and nationality were different. For instance, a different sample (or different demographics) may reveal different findings. Probably, the retrenchments in Zimbabwe during the data collection period affected the measures of organisational commitment.

6.5 IMPLICATIONS FOR PRACTICE

According to Hooijeberg and Petrock 1993, most organisations invest a great deal in their practices, and managers are often reluctant to change the processes, structures and tasks that have contributed to the organisation's past success. However, many practitioners believe that understanding and assessing organisational leadership styles, cultural realities can mean the difference between success and failure in today's fast changing business environment. This research allowed the organisation to explore and correlate existing leadership styles with the existing organisation's culture and commitment. The MLQ, OCP and OCQ instruments offered a snap shot of the existing culture and commitment.

For other researchers interested in this topic, also suggested in the limitations section, were the use of other raters, rather than subordinate ratings of immediate supervisors. Although subordinates ratings generally reflect the expected intercorrelation patterns among the respective leadership scores (Bass & Yammarino, 1991), other raters may provide a richer dimension of leadership

assessment. The 360-degree feedback model of leadership assessment may be more effective than just subordinate ratings in revealing subcultures within different levels of the organisation.

6.6 FUTURE RESEARCH NEEDS

Additional research should be conducted by looking at individual departments within an organisation. In many organisations, a strong dominant culture is pervasive throughout the organisation and across business departments, or even regions. This organisation such as African Banking Corporation has a high level of cultural integration. However, often the culture in a large organisation is not singular or uniform. Organisations can vary widely in terms of cultural integration and subcultures may differ by function (engineering Vs marketing), by their place in hierarchy (Management Vs clerical) by division, size or geographic region.

In addition, research needs to utilise also a 360-degree rating. The 360-degree feedback model of leadership assessment may be more effective than just subordinate ratings in revealing subcultures within different levels of the organisation

Furthermore there is need to fully explore the area of culture and commitment in influencing a positive correlation. Furthermore there is need to investigate the relationship of leadership, organisational culture and organisational commitment from an African perspective taking into consideration the divergence in the culture.

6.7 SUMMARY

According to Bass (1997), broad supporting evidence exists to affirm that transactional-transformational leadership is a universal paradigm. The author based his assertion of the universality of the transactional-transformational paradigm on

the fact that evidence supporting the model has been obtained in many different countries. Transformational leadership correlates more positively with a variety of positive outcomes than transactional leadership does in countries as diverse as the United States, Canada, Japan, Taiwan, New Zealand, the Netherlands, and Austria (GLOBE research program, 1999). Studies were carried out in nearly all continents, and the robustness of the effects of transformational and charismatic leadership has been pointed out several times. There is also evidence that a preference for transformational leadership exists in different cultures. As a part of the "new leadership", this kind of leadership, in order to achieve effectiveness, adds the role of the transformational leader to a relation that begins as a simple leader-employee transactional relationship (Bass, 1997).

Since 1980, general findings have been gathered which maintain that the best of leaders are both transactional and transformational. Transactional leaders work within the constraints of the organization, whereas transformational leaders change the organizations (Bass, 1985). Charismatic leadership has been strongly emphasized in the US management literature (Bass, 1985, Bass, 1990; Burns, 1978; Shamir, House & Arthur, 1993; Yukl, 1998).

Transformational leadership is a universal issue because the 21st century will be dominated by knowledge work and it requires more envisioning, enabling, and empowering leadership, all of which are central concepts of transformational leadership. The leadership must go beyond the transactional reward-punishment exchange relationship.

Concerning the employees' commitment, higher rates of affective and normative commitment showed up at African Banking Corporation. Regarding continuance commitment, the results do not confirm the assumptions that employees that accumulate investments in organizations and at the same time have few alternatives open to them to find another job should show higher amounts of continuance commitment. From an African perspective, where the general labor

situation is unstable, low alternatives of jobs are available, the unemployment rate is high and finally an elevated dissatisfaction rate occurs, the assumption was to find a high rate of continuance commitment in the sample of employees. That expectation was not fulfilled. Probably employees do not invest much in ABC. Pay offs and benefits of the organizations may not be attractive enough to elevate continuance commitment of employees. Considering the position tenure average in the organizations (1 to 3 years) is plausible to think that employees due to the short time being in ABC, they are still in the early career stage and have not made big investments.

It would follow those employees of the sample stay in ABC due to the costs implication of leaving their organization rather than by the lack of alternatives. The lack of alternatives then is not the main source of low continuance commitment.

Affective and normative commitment showed high values. The reasons why employees stay in ABC are mostly due to an affective and also clearly moral attachment. Employees stay in ABC because they identify themselves with the organisations and the emotional ties are stronger than any other. In view of the fact that few alternatives exist on the labor market in Zimbabwe in particular, there is a small risk of employees leaving for more attractive offers. Thus changing tasks and/or conditions of work to increase affective commitment is not required. An active commitment management (as mentioned by Meyer and Allen, 1997) aiming to enhance continuance commitment in employees should focus on other aspects and factors as salary, position, and the perception of alternatives, pension plans, status, and use of organizational benefits.

Future analyses will have to consider that ABC's operations in the SADC are in Christian countries; norms of ethic and socialisation are internalized through severe church education in school and family. This aspect contributes to explain the high normative commitment rate shown in the results. The development of clear

hierarchical differentiations, in which the Chief Executive of ABC is the most important figure in the organisations also have to be considered. The relations are not at a horizontal level but of a remarkable vertical dimension.

Respect for authority belongs to the cultural and organisational process as well as to family ties, and the internalisation of these norms possibly develops an obligatory feeling to stay in the respective organisations. This aspect is very likely to influence employees and therefore high rates of normative commitment are shown in the sample.

Clearly, Figure 4, the researcher's model, was proved right in the sense that transformational leadership had a positive correlation with organisational culture and organisational commitment. The correlation of organisational culture with organisational commitment was not highly positive. However, as indicated in future research section there is need to conduct further research at a time when the environment changes in Africa and when the dust has settled at ABC following the retrenchments.

6.8 RECOMMENDATIONS FOR FUTURE RESEARCH

Four recommendations for future research are as follows:

(1) It might be useful to study African Banking Corporation after the organisational reengineering has been in place for a few years. That way, any changes in organizational commitment could be determined.

(2) Studying the relationship between leadership behavior organizational culture and organizational commitment in other financial institutions in different geographic areas might be valuable. It would be interesting to learn whether managers from commercial banks display more or less of these transformational and transactional leadership behaviors. Such a study would be especially interesting, since many merchant banks are converting to commercial banks in

Africa.

(3) Future research should expand this study into the manufacturing and service industry, so that manufacturing and service-oriented organisations could benefit from the findings as well.

(4) Organizational commitment could be studied as a moderating variable in future research. Studies that investigate the relationship between organizational commitment and job satisfaction or performance, such as those conducted by Earl, 1993; Martin & Benneit, 1996; Borycki, Thron, LeMaster, 1998; and Yousef, 2000, would be useful. It would important to study whether organisational commitment influences the relationship between leadership behaviors and job satisfaction and performance.

REFERENCES

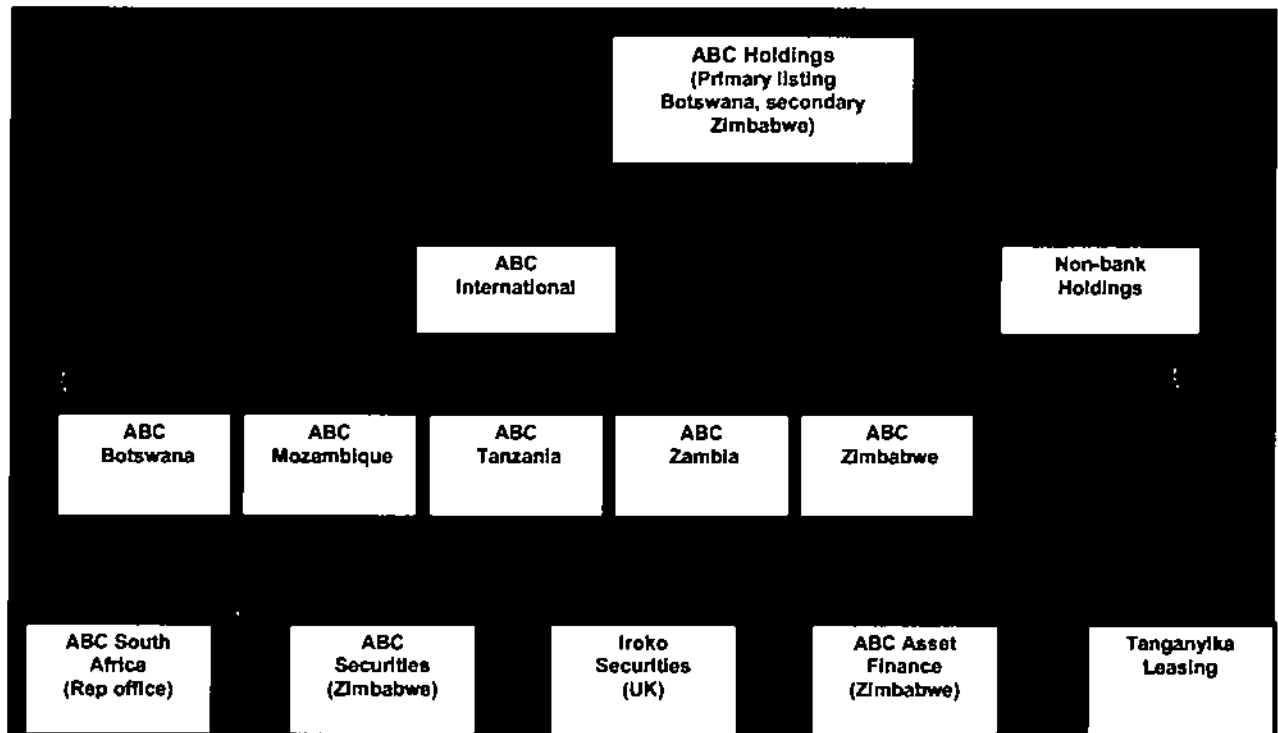
1. Allen N J & Meyer J P .1990: The measurement and Antecedents of Affective, Continuance and Normative Commitment to the organization, *Journal of Occupational Psychology* 63:1-18
2. Atkison P.1999: *Without Leadership there is no change*, Management Services
3. Avolio BJ & Bass BM. 1995: Individualized consideration viewed at multiple levels of analysis: A multi-level framework for examining the diffusion of transformational leadership. *Leadership Quarterly*, 6: 199-218.
4. Bass BM. 1960: *Leadership, psychology and organizational behavior*. New York: Harper.
5. Bass BM.1989: The Two Faces of Charisma, *Leaders Magazine*, and 12(4): 44-45.
6. Bass BM.1990: *Bass and Stogdill's handbook of leadership: Theory, research, and managerial applications*, 3rd Edition. New York: Free Press.
7. Bass BM & Avolio BJ. 1994: *Improving organisational effectiveness through transformational leadership*, Thousand Oaks. CA. Sage
8. Bass BM.1997: Does the transactional-transformational leadership paradigm transcend organizational and national boundaries? *American Psychologist*, 52(2): 130-139.
9. Bass BM & Avolio BJ.1997: Full Range Leadership Development: Manual for the Multifactor Leadership Questionnaire. Mind garden Inc., Palo Alto, California.
10. Charlton G. 2000: *Human Habits of highly Effective Organisations*, 4th Edition. South Africa. Van Schaik.
11. Conger JA. & Kanungo RN. 1988: *Charismatic Leadership: The Elusive Factor in Organizational Effectiveness*, 3rd Edition. San Francisco: Jossey-Bass
12. Cooper DR & Schindler PS. 2003: *Business Research Methods*, 8th Edition, New York, Magraw Hill - Irwin
13. Denison DR. 1996: What is the difference between organisational culture and organisational climate"? A native's point of view of a decade of paradigm wars, *Academy of Management Review*, 21 (3): 619-654

14. Easterby-Smith M., Thorpe R. & Lowe A. 1991: *Management Research: An Introduction*. London: Sage
15. Goleman D. 2004, What Makes a Leader, *Harvard Business Review*, 1:82-91
16. Gronn PC. 1995: Greatness re-visited: The current obsession with transformational leadership, *Leading & Managing*, 1(1):14-27.
17. Johnson, G & Scholes K.: 1997: *Exploring Corporate Strategy*, 4th edition, London: Prentice Hall.
18. Hallinger P. 1992: The evolving role of American principals: From managerial to instructional to transformational leaders, *Journal of Educational Administration*, 30(3): 35-48.
19. Hill CW. 2003: *International Business: Competing in the Global Marketplace*, 4th Edition New York. McGraw Hill.
20. Howell JM & Avolio BJ. 1993: Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated-business-unit performance. *Journal of Applied Psychology*, 78: 891-902.
21. Hoeklin L. 1995: *Managing Cultural Differences Strategies for Competitive Advantage*, Cambridge: Addison -Wesley ISBN 0-201-42770-2
22. Hofstede G. 1991: *Cultures and Organisations: Software of the Mind*. London. McGraw-Hill
23. Hunt JG. & Ropo A. 1995: Multi-level Leadership: Grounded Theory and Mainstream Theory Applied to the case of General Motors. *Leadership Quarterly*, 6 (3): 379-412.
24. Kets de Vries F R. 2004: Putting Leaders on the Couch, *Harvard Business Review*, and 1(1): 65-71.
25. Kotter JP & Heskett JL. 1992: *Corporate Culture and Performance*, New York, Free Press
26. Lakomski G. 1995: Leading and Learning: From Transformational Leadership to Organisational Learning. *Leading and Managing* 1(3): 211-225.
27. Leithwood K. 1992: The move toward transformational leadership, *Educational Leadership*, 49(5): 8-12.

28. Lowe KB, Kroeck KD & Sivasubramaniam N. 1996: Effectiveness correlates of transformational and transactional leadership: A meta-analytic review of the MLQ literature. *Leadership Quarterly*, 7, 385-425.
29. Mitchell TR. 1985; In search of Excellence versus the 100 best companies to work for in America, a question of perspective and values, *Academy of management Review*, 10(2): 350-355
30. Nkomo SM. 2004: MBL921-M Course Study Letter, UNISA SBL: 1-15.
31. Parry KW & Sarros J. 1994: Transformational Leadership: How Different from the United States? *Management Papers*, 4 (2):1-26.
32. Parry KW. 1994b: Transformational leadership: An Australian investigation of Leadership Behaviour. In A. Kouzes, L. Still and P. Clarke (Eds.). *New Directions in Management*, Sydney: McGraw-Hill, Sydney, 82-114.
33. Parry KW. 1998b: Grounded theory and social process: A new direction for leadership research. *Leadership Quarterly*, 9(1): 85-105
34. Peters T & Waterman R. 1982: In Search of Excellence, New York, Harper Row
35. Rost JC. 1993: Leadership for the Twenty-First Century. Westport, Connecticut: Praeger.
36. Sarros J, Gray J & Densten I. 2001: *AIM Leadership Report* Australia, Monash University
36. Saunders M., Lewis P. & Thornhill A. 2000: Research Methods for Business Students, London: Prentice Hall.
37. Schein EH. 1990: Organisational Culture, Sloan School of Management Volume 45 (2):109-119
38. Schein EH. 1992: Organizational Culture and Leadership, 2nd edition, San Francisco: Jossey Bass, 228-253.
39. Smith PB & Peterson MF. 1988: Leadership, Organizations and Culture London: Sage
40. Turner BA. 1983: The Use of Grounded Theory for the Qualitative Analysis of Organisational Behaviour, *Journal of Management Studies*, 20 (3): 333-348.

41. Waldman DA & Bass BM. 1989: Adding to leader and follower transactions: The augmenting effect of transformational leadership (Working Paper 86-109). Binghamton, NY: State University of New York.
42. Wilkins AL & Ouchi W. 1983: Efficient Cultures; exploring the relationship between culture and organisational performance, *Administrative Science Quarterly*, 28:468-481
43. Willmott H. 1993; Strength is ignorance: slavery is freedom, managing culture in modern organisations, *Journal of Management Studies* 30(4):515-551
44. Yammarino FJ. 1994: Indirect Leadership: Transformational Leadership at a Distance. In Bass BM & Avolio BJ. *Improving Organizational Effectiveness Through Transformational Leadership*. Thousand Oaks, California: Sage Publications.
45. Yukl G. 2002: Leadership in Organisations, 5th Edition. New York, Prentice Hall.
46. Zaleznik A. 2004: Managers and Leaders: Are they different? *Harvard Business Review*, 1: 74-81.
47. Zeffane R. 1994: Patterns of organisational commitment and perceived management style: A comparison of public and private sector employees, *human Relations* 47;977-1010

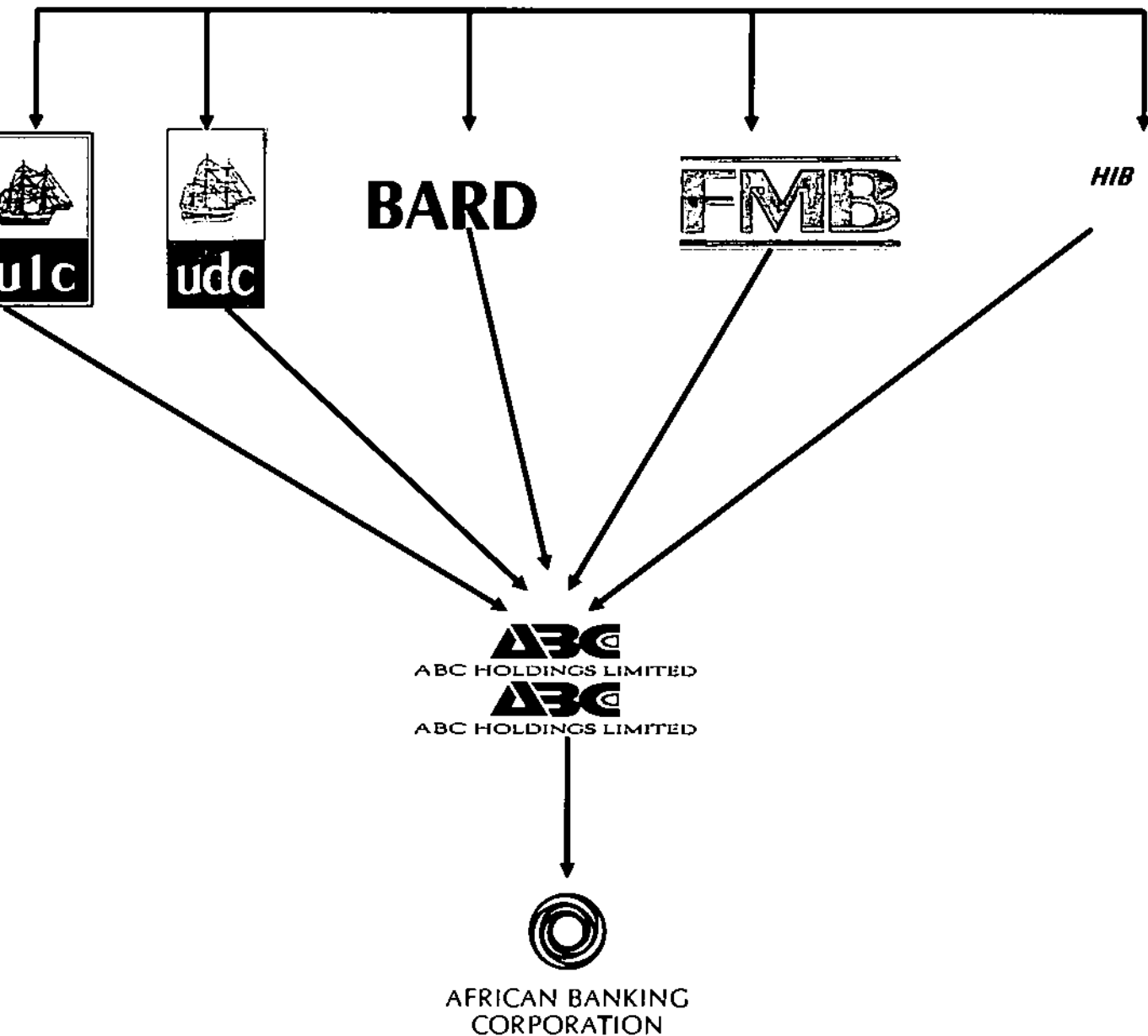
APPENDIX "A"
ORGANISATIONAL STRUCTURE



APPENDIX "B"

ORGANISATIONAL HISTORY (ZIMBABWE)

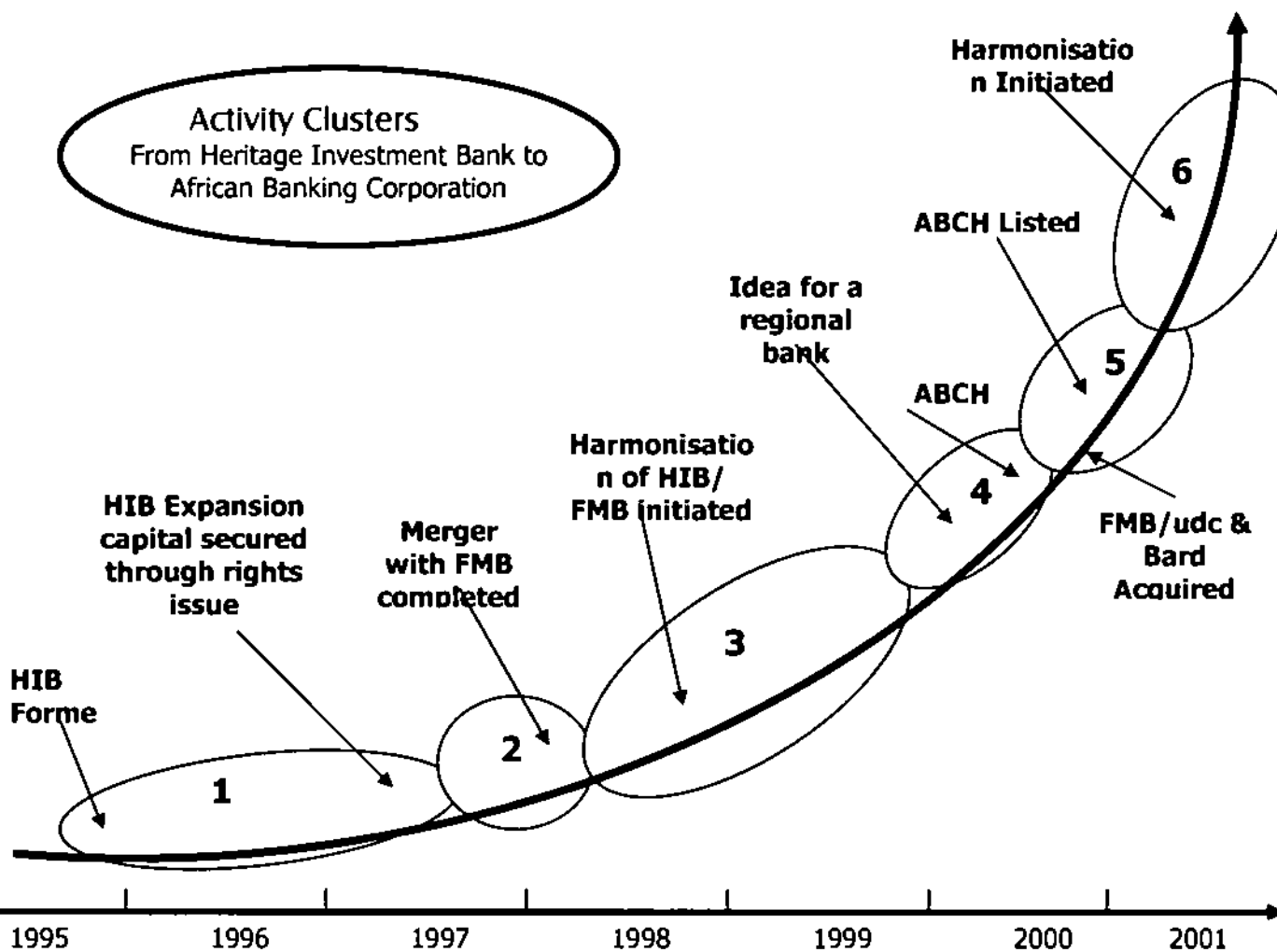
*"ASSEMBLED TO PROVIDE THE BEST FINANCIAL SOLUTIONS IN
AFRICA"*



APPENDIX "C"

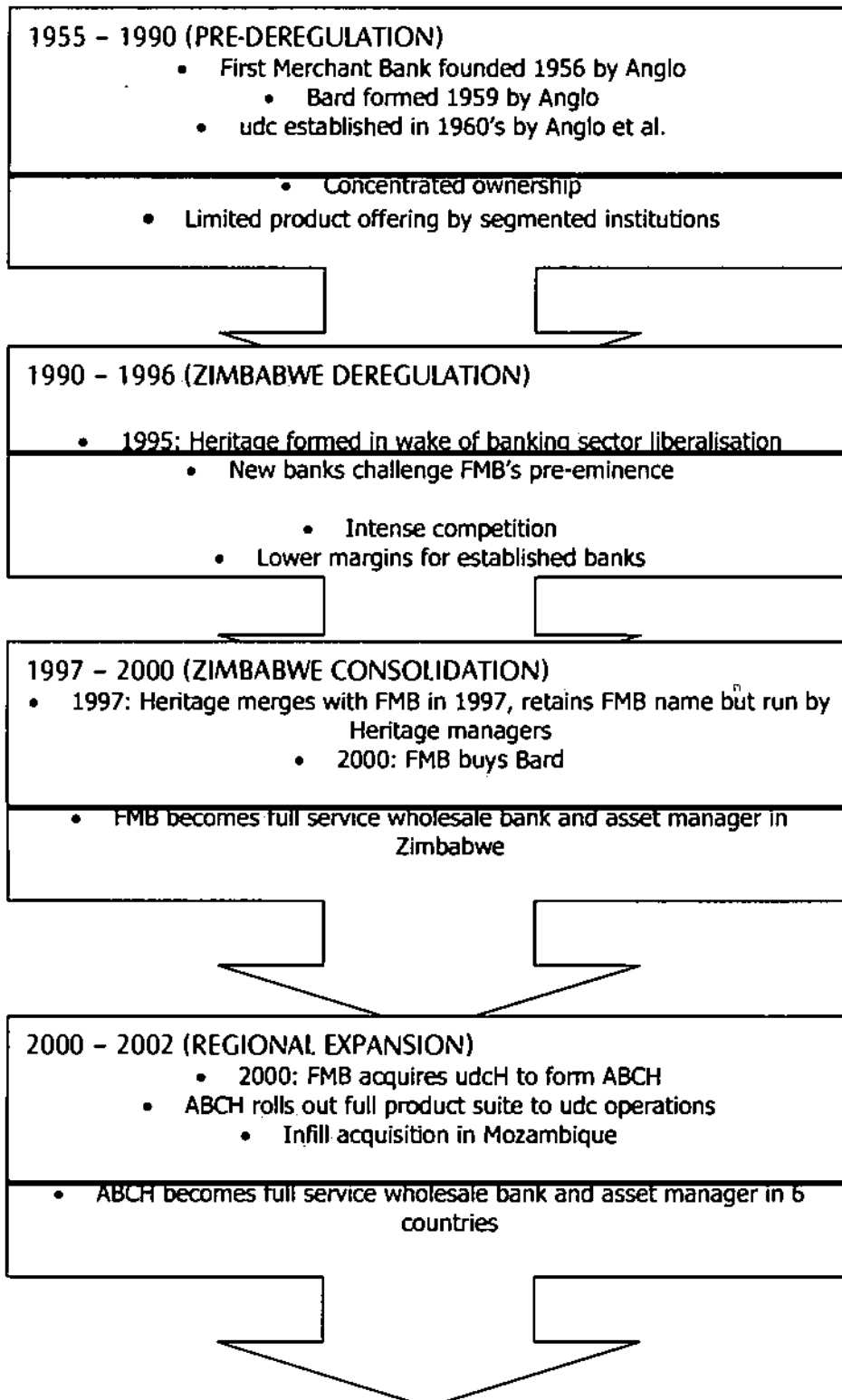
THE ABCH STORY

"There were six distinctive clusters of activities that took place in the transformation of Heritage Investment Bank (HIB) into ABC through organic growth and M & A"



APPENDIX "Ca"

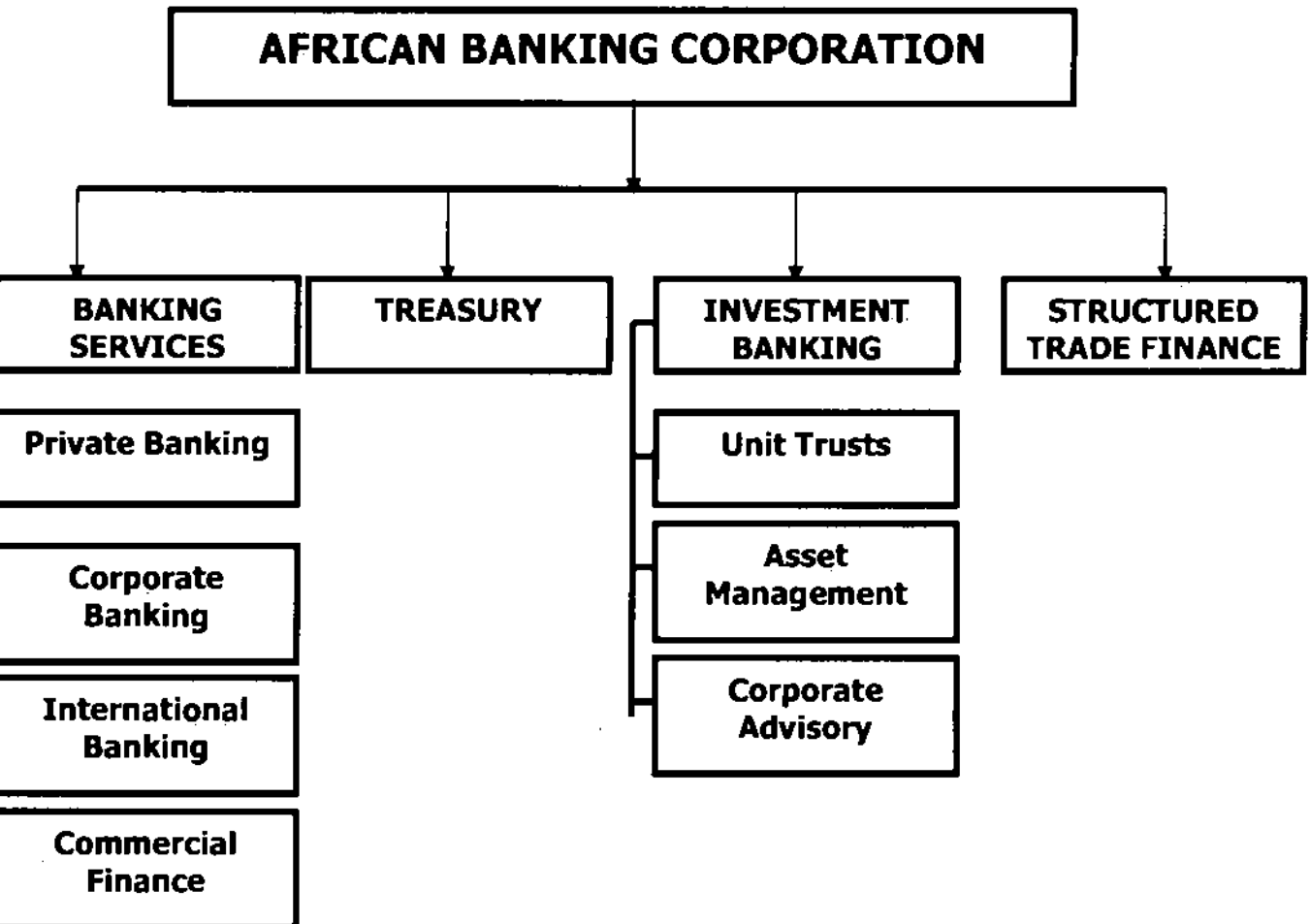
THE ABCH STORY



APPENDIX "D"
SHARE HOLDING STRUCTURE

	SHAREHOLDER	SHARES	PERCENTAGE OF TOTAL
1	OLD MUTUAL LIFE ASS.CO.OF ZIM.LTD	18,218,871	16.06
2	STANBIC NOMINEES BOTSWANA (PTY) LTD RE: BIFM,	11,821,734	10.42
3	HIB HOLDINGS (PRIVATE) LIMITED	10,108,710	8.91
4	BARCLAYS BOTSWANA NOMINEES PTY LTD ZEPHYR/01	8,498,942	7.49
5	HERITAGE INVESTMENT BANK LTD	6,700,000	5.91
6	SWISS CONFEDERATION	4,446,000	3.92
7	DRESDNER BANK LUXEMBOURG S.A	4,184,714	3.69
8	DATVEST NOMINEES (PRIVATE) LIMITED	4,047,906	3.57
9	BROADWAY INVESTMENTS (PVT) LTD	4,005,360	3.53
10	FIRST MUTUAL LIFE ASS.SOC.OF ZIM.	3,330,047	2.94
11	HERITAGE INSURANCE GROUP LIMITED	3,000,000	2.64
12	DEG	2,739,420	2.41
13	SWEDFUND,	2,636,820	2.32
14	BARD NOMINEES (PRIVATE) LIMITED	2,283,297	2.01
15	EDESA HOLDINGS LIMITED	1,769,627	1.56
16	LOCAL AUTHORITIES PENSION FUND	1,701,301	1.50
17	SSB NOMINEES (PTY) LTD	1,611,264	1.42
18	DRESDNER BANK LUXEMBOURG S.A (NNR)	1,294,440	1.14
19	HERITAGE CAPITAL PARTNERS (PVT) LTD	1,221,469	1.08
20	KINGDOM ASSET MANAGEMENT NOMINEES (PVT) LTD	1,066,915	0.94
	Total Shares		100.00%

APPENDIX "E"
ABCH FINANCIAL DIVISIONS



APPENDIX "F"

BANK ASSETS & FUNCTIONS Source: www.rbz.co.zw

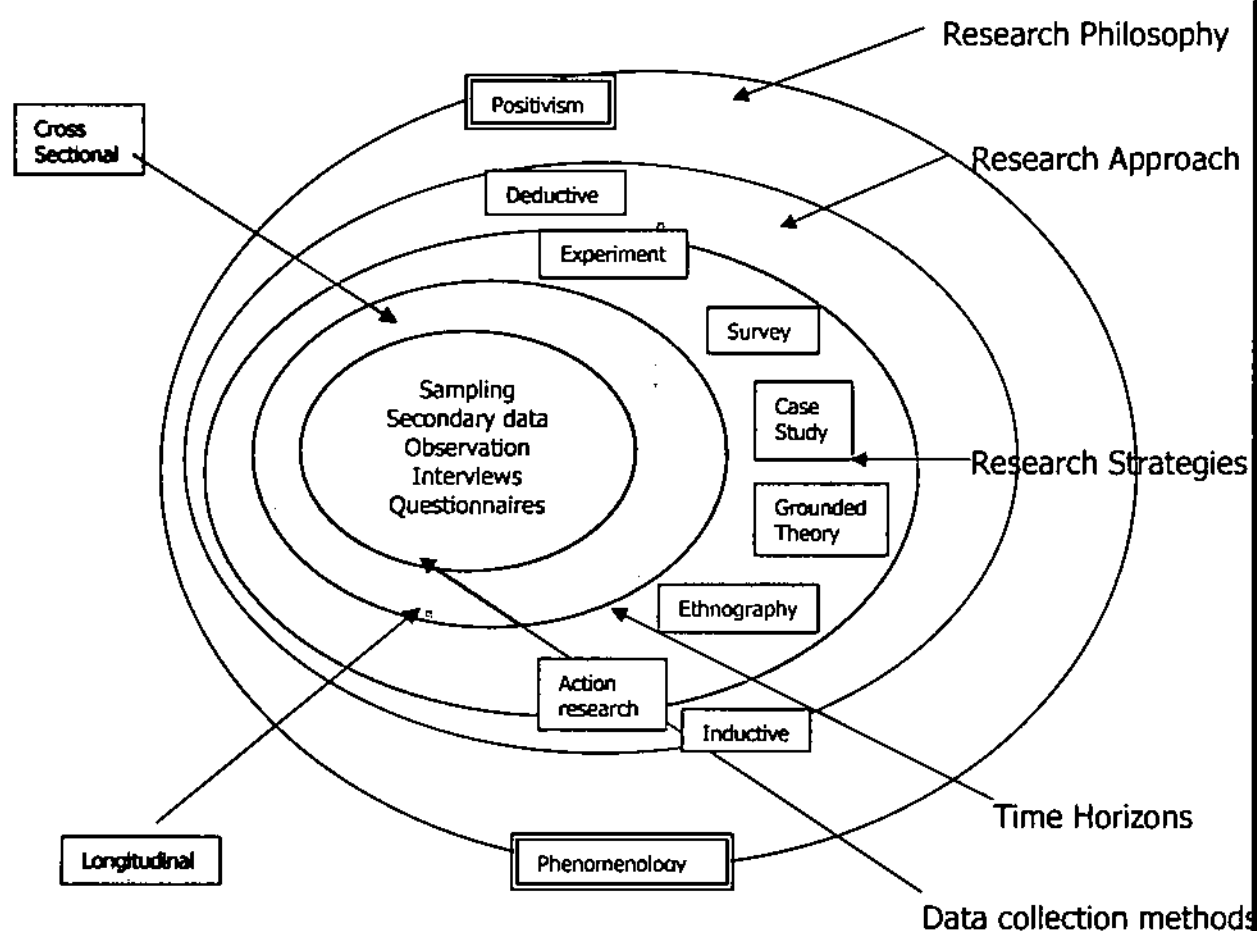
<u>Bank Type</u>	<u>No. of institutions</u>	<u>Total assets as @ September 2004</u>	<u>Main functions</u>
Commercial banks	17	\$2.9 trillion	Accept demand, savings & time deposits that can be withdrawn by cheque or otherwise; Provision of short & medium-term loans & overdrafts; Provision of foreign exchange facilities; Acceptance & discounting of bills of exchange; Financial & investment advice; Participation in inter-bank clearing system.
Merchant banks	6	\$538 billion	Acceptance of call & time deposits; Provision of foreign exchange facilities; Facilitation of trade through granting acceptance facilities; and Corporate financing through share issues, rights issues, underwriting, mergers & acquisitions & private placements.
Building societies	5	\$338.7 billion	Provide mortgage finance for residential, commercial & industrial properties; and Accept savings, fixed & share deposits.
Discount houses	9	\$256.6 billion	Acceptance of call money & time deposits; and Deal mainly in short-term assets such as Treasury bills, bills of exchange & negotiable certificates of deposit.

APPENDIX "G"
BANKING SECTOR "PESTL" FRAMEWORK

FACTOR	
POLITICAL	Political instability: Parliamentary Pressure:
ECONOMIC	Inflation & Interest Rates:
SOCIAL	Black empowerment: Most of the new banks are being run by "young" black men who have taken advantage of the opening up of the market. HIV/AIDS: The HIV/AIDS pandemic has continued to affect skilled and experienced personnel, thereby, impacting drastically on overall economic viability of the country.
TECHNOLOGICAL	E-Banking: Recent technological developments in the macro-economic such as e-commerce, tele-banking and electronic banking have reconfigured the boundaries of traditional banking business and introduced new competitive forces.
LEGAL	Monetary Policy: Enforcement of legal banking regulations, for example, all banks have been mandated to stick to their core business

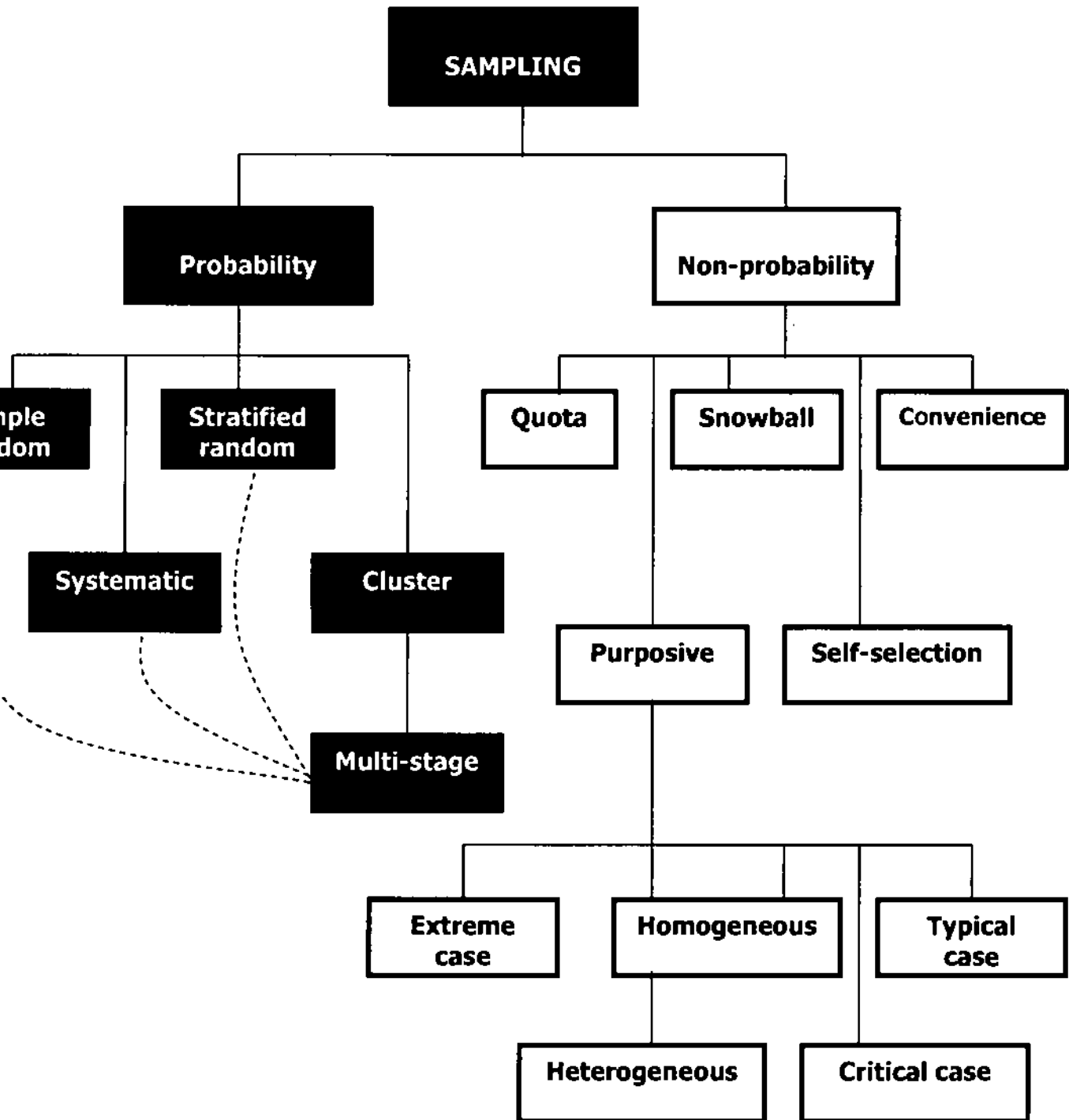
APPENDIX "H"

THE RESEARCH PROCESS ONION Source: Saunders et al (2000).

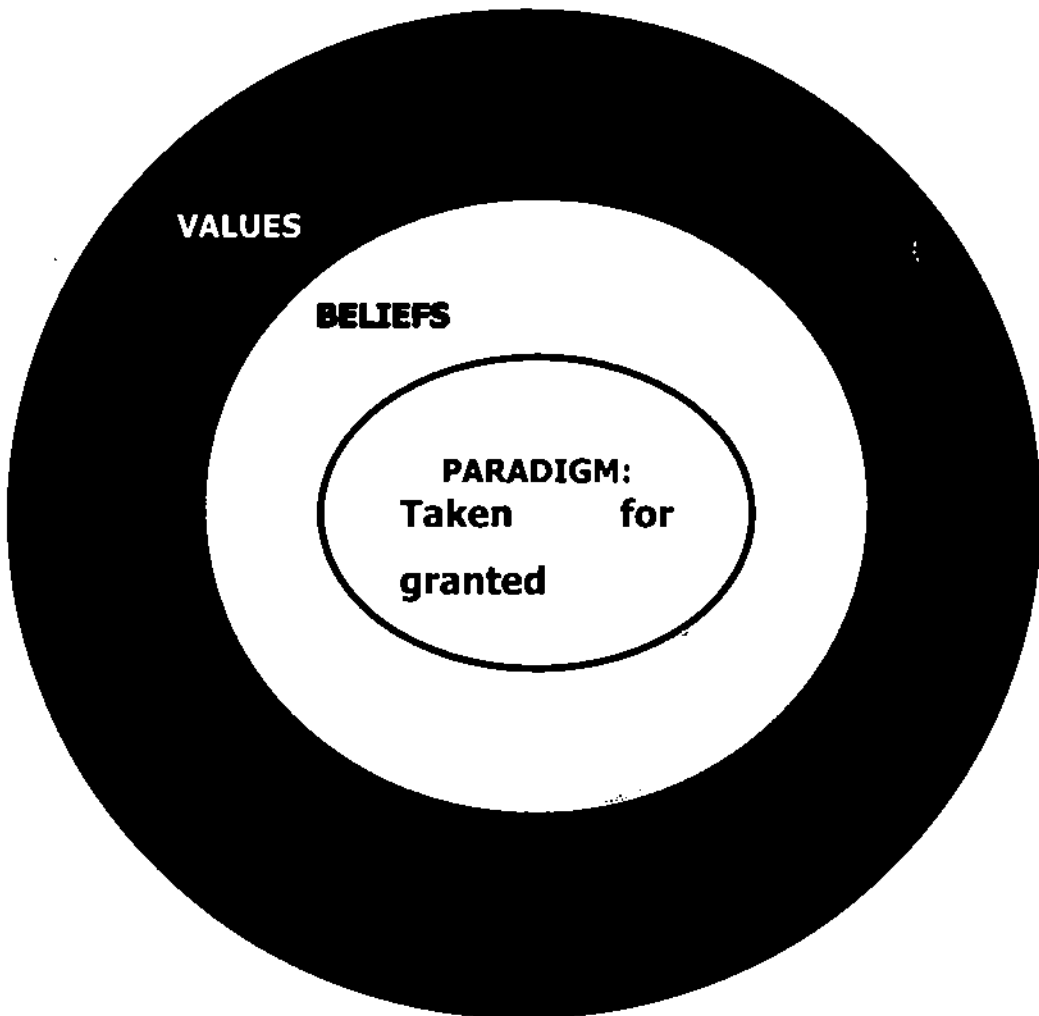


APPENDIX "I"

SAMPLING TECHNIQUES Source: Saunders et al (2000).



APPENDIX "J"
CULTURE IN LAYERS
Source: Schein (1997)



APPENDIX K: LETTER

RE: RESEARCH INTO THE RELATIONSHIP BETWEEN LEADERSHIP STYLES, ORGANISATIONAL CULTURE AND ORGANISATIONAL COMMITMENT WITHIN AFRICAN BANKING CORPORATION

My name is Busiso Nkomo. I am an MBL student with University of South Africa. I am carrying out a research into the relationship between leadership styles, organisational culture and organisational commitment within African Banking Corporation .

This research is a requirement by University of South Africa, for the completion of a Postgraduate Masters in Business Leadership studies (MBL). Please note that the information gathered though strictly intended for academic purposes will also be used to help the bank create a culture that leads to employee commitment.

You are kindly requested to complete the attached questionnaire as accurately as possible. The questionnaire should take you about twenty minutes to complete. Please email your responses back to me on the following addresses:-

bnkomo@africanbankingcorp.com or abcmail@africanbankingcorp.com

The information you provide will be treated in the strictest confidence.

It would be appreciated if the completed questionnaire could be returned to me by

Wednesday, 6 July 2005, clearly marked, *Private & Confidential*.

Thank you for your assistance.

Busi Nkomo
Researcher

APPENDIX L: QUESTIONNAIRE

June 2005

This is a confidential and anonymous questionnaire; therefore respondents are not required to identify themselves.

SECTION 1: DEMOGRAPHICAL INFORMATION

Please insert a tick in appropriate boxes.

1. Sex

Male	Female

2. Age

Below 30	30-40	Above 40

3. Current position

Non-clerical	Clerical	Officer	Manager	Head

4. Period of employment with ABC

Below 1	1-3	3-5 years	5-8 years	Over 8 years

5. Educational level

High school Diploma	Associate Degree	Bachelor Degree	Masters Degree	Doctorate Degree

6. Nationality

Zimbabwean	Botswana	Zambian	Tanzanian	Mozambican	South African

7. Regional Office

Zimbabwe	Botswana	Zambia	Tanzania	Mozambique	South Africa

SECTION 2: LEADERSHIP STYLE

The questionnaire provides a description of leadership style. Twenty-one descriptive statements are listed below. Judge frequently how each statement fits you. The word ABC may mean leaders, managers, executives and the word you is followers or employees. Please insert a tick in the appropriate box that best describes ABC.

Key	Not at all	0
	Once in a while	1
	Sometimes	2
	Fairly often	3
	Frequently, if not always	4

	Factor	0	1	2	3	4
8	I feel good to be around ABC					
9	I express with a few words what we could do					
10	I enable others to think about old problems in new ways					
11	ABC helps others develop themselves					
12	ABC tells you what to do if you want to be rewarded for your work					
13	ABC is satisfied when you meet agreed upon standards					
12	ABC is content to let you continue working in the same way as always					
14	I have complete trust in ABC					
15	ABC provides appealing messages of what you can do					
16	ABC provides new ways of looking at puzzling things					
17	ABC lets you know how they think you are doing					
18	ABC provides rewards and recognition when you reach your goals					
19	As long as things are working ABC does not change anything					
20	Whatever others want to do is OK at ABC					
21	I am proud to be associated with ABC					
22	ABC helps you find meaning in your job					
23	ABC gets you to rethink ideas you had never questioned before					
24	ABC gives personal attention to others who seem rejected					
25	ABC calls attention to what others can get for what they accomplish					
26	ABC tells you the standards you have to know to carry out your work					
27	ABC asks no more of you than what is absolutely essential					

SECTION 3 : ORGANISATIONAL CULTURE

Please indicate by inserting a tick in the appropriate box the extent to which you perceive each organisational culture item is characteristic of ABC and its values

Key	Not at all	1
	Minimally	2
	Moderately	3
	Considerably	4
	Very Much	5

	To what extent is ABC recognised for its...	1	2	3	4	5
28	Stability					
29	Being people oriented					
30	Being innovative					
31	Fairness					
32	Being calm					
33	Being reflective					
34	Achievement oriented					
35	Quick to take advantage of opportunities					
36	Having high expectations for performance					
37	High pay for good performance					
38	Security of employment					
39	Enthusiasm for job					
40	An emphasis on quality					
41	Risk taking					
42	Being distinctive-different from others					
43	Having a good reputation					
44	Being team oriented					
45	Being result oriented					
46	Having a guiding philosophy					
47	Being competitive					
48	Sharing information freely					
49	Being highly organised					
50	Being socially responsive					
51	Low conflict					
52	Opportunities for professional growth					
53	Collaboration					
54	Praise for good performance					
55	Taking individual responsibility					

SECTION 4: ORGANISATIONAL COMMITMENT

Please indicate by inserting a tick in the appropriate box on the statements listed below which express commitment to ABC and its values.

Key	Strongly disagree	1
	Somewhat disagree	2
	Disagree	3
	Neither agree or disagree	4
	Agree	5
	Somewhat Agree	6
	Strongly agree	7

	Factor	1	2	3	4	5	6	7
56	I am happy to spend the rest of my career at ABC							
57	I enjoy discussing ABC with people outside it							
58	I really feel ABC's problems are my problems							
59	I think I could easily become attached to any organisation as I am to ABC							
60	I do not feel like I am part of ABC							
61	I do not feel emotionally attached to ABC							
62	ABC has a great deal of personal meaning to me							
63	I do not feel a strong sense of belonging to ABC							
64	I am afraid of what will happen if I quit my job without having another one lined up							
65	It would be very hard for me to leave ABC now							
66	Too much in my life will be disrupted if I decided to leave ABC now							
67	It wouldn't be too costly for me to leave ABC now							
68	Right now staying at ABC is a matter of necessity							
69	I feel I have too few options to consider leaving ABC							
70	One of the few serious consequences of leaving ABC is scarcity of available alternatives							
71	One of the major reasons I continue working for ABC is that leaving requires a considerable personal sacrifice as another organisation cannot match my overall benefits							
72	I think people these days move from company to company too often							
73	I do not believe that a person must always be loyal to ABC							

74	One of the major reason I continue to work for ABC is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain							
75	If I got another offer for a better job elsewhere I would not feel it was right to leave ABC							
76	I was taught to believe in the value of remaining loyal to one organisation							
77	Jumping from one organisation to another does not seem at all unethical to me.							
78	Things were in the days when people stayed with one organisation for the rest of their careers.							
79	I do not think that wanting to be an ABC person is sensible anymore							

Thank you for your time

APPENDIX M LEADERSHIP CORRELATION

Leadership correlation

:Means ,Standard Deviations,Reliabilities and Correlations for MLQ Factors(N=784)

MLQ Factors	Mean	SD	CR	EF	EX	IA	IB	IC	IM	IS	LF	MBL(A)	MBL(P)	SA
CR	2,598	1,146												
EF	2,453	1,093	0.9050											
EX	2,255	1,063	0.6820	0.9170										
IA	2,420	1,225	0.9660	0.9700	0.7940									
IB	2,344	1,331	0.9500	0.7560	0.4930	0.8470								
IC	2,324	1,274	0.9480	0.9480	0.7610	0.9830	0.8570							
IM	2,700	1,243	0.8760	0.6700	0.3520	0.8130	0.8300	0.7560						
IS	2,349	1,116	0.9650	0.9750	0.8410	0.9790	0.8520	0.9400	0.7860					
LF	1,515	1,531	-0.5520	-0.6280	-0.6820	-0.5520	-0.3980	-0.4040	-0.4900	-0.6880				
MBL(A)	2,145	1,389	0.8370	0.7560	0.4960	0.8470	0.8250	0.9220	0.6840	0.7470	-0.0360			
MBL(P)	1,777	1,392	-0.5570	-0.3250	-0.1390	-0.4180	-0.5570	-0.2830	-0.7570	-0.5100	0.7200	-0.0970		
SA	2,699	1,147	0.8560	0.8010	0.5820	0.8790	0.7003	0.7960	0.9290	0.8590	-0.6500	0.6250	-0.673	

Table 9: Project correlation(organisational culture)

:Means,Stdvs,Reliabilities and Correlations for MLQ Factors(N=784)

	Mean	SD		CMP	ER	IN	PO	SR	ST	SP
OCP										
CMP	3,4260	1,09317								
ER	3,1696	1,21529		0.8185						
IN	3,4591	1,11780		0.8825	0.9484					
PO	3,4489	1,15357		0.9052	0.9510	0.9872				
SR	3,1926	1,18414		0.9106	0.5962	0.6402	0.6696			
ST	3,1084	1,26943		0.9336	0.8425	0.8361	0.8444	0.9145		
SP	3,1275	1,11488		0.9372	0.8899	0.8536	0.8684	0.8617	0.9510	

1. There is a positive correlation between all the attributes in the org structure
2. Competitiveness is highly correlated with all the other attributes
3. Social responsibility is not strongly correlated with emphasis on reward, innovation and performance orientation.
4. Stability and Supportiveness have the best positive relationship

Project correlation(organisational commitment)

Means,Stdvs,Reliabilities and Correlations for MLQ Factors(N=784)

MLQ	Mean	SD			AFF	CN	NM		
AFF	3,92474	1,649219							
CN	3,2238	1,44289			0.5727				
NM	3,80116	1,61267			0.572	0.1598			

- 1.Affective is fairly correlated to continuance and normative
- 2.There is absolutely an insignificant relationship between continuance and normative

MICROSFT OFFICE

EXCEL

SPREADSHEETS

APPENDIX M.1. PROJECT CORRELATION LEADERSHIP

APPENDIX M - PROJECT CORRELATION LEADERBHL																													
project correlation contingency reward v effectiveness													project correlation effectiveness v extra effort																
Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy
0	54	45	2430	2916	2025	0	46	32	1472	2116	1024	0	32	2116	1024	1024	1472	0	32	76	1024	1024	76	0	32	76	1024	1024	
1	83	99	8207	6889	9801	1	99	110	10890	9801	12100	1	110	9801	12100	10890	1100	1	110	99	12100	10890	99	1	110	99	12100	10890	
2	182	227	41294	33124	51529	2	227	182	41294	51529	33124	2	182	33124	41294	33124	41294	2	182	194	33864	33864	194	2	182	194	33864	33864	
3	310	378	117180	96100	142644	3	378	278	105084	142644	96100	3	278	96100	105084	142644	105084	3	278	184	256	33864	33864	184	3	278	184	256	
4	175	134	23450	30625	17956	4	134	70	9380	17956	4900	4	70	4900	9380	4900	9380	4	70	162	4900	4900	162	4	70	162	4900	4900	
Total	784	784	162774	136886	157105	Total	784	784	162774	136886	157105	Total	784	784	162774	136886	157105	Total	784	784	162774	136886	157105	Total	784	784	162774	136886	157105
n	5	5				n	5	5				n	5	5				n	5	5				n	5	5			
mean x	156.8					mean x	156.8					mean x	156.8					mean x	156.8					mean x	156.8				
mean y	156.8					mean y	156.8					mean y	156.8					mean y	156.8					mean y	156.8				
correlation coefficient	0.906422280					correlation coefficient	0.91274891					correlation coefficient	0.91274891					correlation coefficient	0.91274891					correlation coefficient	0.91274891				
project correlation contingency reward v leadership influence (extra effort)													project correlation effectiveness v leadership influence (extra effort)																
Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy
0	54	32	1728	2916	1024	0	46	70	3220	2116	4900	0	32	1024	3220	1024	4900	0	32	104	1024	1024	104	0	32	104	1024	1024	
1	83	110	9130	6889	12100	1	99	110	10890	9801	12100	1	110	12100	10890	12100	10890	1	110	110	12100	12100	110	1	110	110	12100	12100	
2	182	194	35408	33124	37716	2	227	184	41786	51529	33864	2	182	33124	41786	33864	33864	2	182	194	33864	33864	194	2	182	194	33864	33864	
3	310	184	57020	96100	33556	3	378	278	105084	142644	96100	3	278	96100	105084	142644	96100	3	278	184	256	33864	33864	184	3	278	184	256	
4	175	70	12250	30625	4900	4	134	162	21708	17956	26444	4	134	17956	21708	17956	26444	4	134	162	4900	4900	162	4	134	162	4900	4900	
Total	784	568	162774	136886	141122	Total	784	784	162774	136886	141122	Total	784	784	162774	136886	141122	Total	784	784	162774	136886	141122	Total	784	784	162774	136886	141122
n	5	5				n	5	5				n	5	5				n	5	5				n	5	5			
mean x	156.8					mean x	156.8					mean x	156.8					mean x	156.8					mean x	156.8				
mean y	117.6					mean y	156.8					mean y	156.8					mean y	156.8					mean y	156.8				
correlation coefficient	0.881910227					correlation coefficient	0.870912027					correlation coefficient	0.870912027					correlation coefficient	0.870912027					correlation coefficient	0.870912027				
project correlation contingency reward v individualised consideration													project correlation effectiveness v individualised consideration																
Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy
0	54	78	4212	2916	6084	0	46	104	4792	2116	10616	0	32	1024	3220	1024	10616	0	32	68	1024	1024	68	0	32	68	1024	1024	
1	83	113	9379	6889	12769	1	99	113	11187	9801	12769	1	110	12100	11187	12769	12769	1	110	110	12100	12100	110	1	110	110	12100	12100	
2	182	194	35408	33124	37716	2	227	194	44038	51529	37716	2	182	33124	44038	33124	37716	2	182	194	33864	33864	194	2	182	194	33864	33864	
3	310	253	78430	96100	63909	3	378	253	95634	142644	63909	3	278	96100	95634	142644	63909	3	278	253	256	33864	33864	253	3	278	253	256	
4	175	162	28350	30625	26244	4	134	162	21708	17956	26244	4	134	17956	21708	17956	26244	4	134	162	4900	4900	162	4	134	162	4900	4900	
Total	784	784	162774	136886	141122	Total	784	784	162774	136886	141122	Total	784	784	162774	136886	141122	Total	784	784	162774	136886	141122	Total	784	784	162774	136886	141122
n	5	5				n	5	5				n	5	5				n	5	5				n	5	5			
mean x	156.8					mean x	156.8					mean x	156.8					mean x	156.8					mean x	156.8				
mean y	156.8					mean y	156.8					mean y	156.8					mean y	156.8					mean y	156.8				
correlation coefficient	0.66043872					correlation coefficient	0.66043872					correlation coefficient	0.66043872					correlation coefficient	0.66043872					correlation coefficient	0.66043872				
project correlation contingency reward v leadership influence (extra effort)													project correlation effectiveness v leadership influence (extra effort)																
Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy	Response	x	y	xy	xx	yy
0	54	104	5616	2916	10816	0	46	104	4792	2116	10616	0	32	1024	3220	1024	10616	0	32	68	1024	1024	68	0	32	68	1024	1024	
1	83	113	9379	6889	12769	1	99	113	11187	9801	12769	1	110	12100	11187	12769	12769	1	110	110	12100	12100	110	1	110	110	12100	12100	
2	182	194	35408	33124	37716	2	227	194	44038	51529	37716	2	182	33124	44038	33124	37716	2	182	194	33864	33864	194	2	182	194	33864	33864	
3	310	253	78430	96100	63909	3	378	253	95634	142644	63909	3	278	96100	95634	142644	63909	3	278	253	256	33864	33864	253	3	278	253	256	
4	175	162	28350	30625	26244	4	134	162	21708	17956	26244	4	134	17956	21708	17956	26244	4	134	162	4900	4900	162	4	134	162	4900	4900	
Total	784	784	162774	136886	141122	Total	784	784	162774	136886	141122	Total	784	784	162774	136886	141122	Total	784	784	162774	136886	141122	Total	784	784	162774	136886	141122
n	5	5				n	5	5				n	5	5				n	5	5				n	5	5			
mean x	156.8					mean x	156.8					mean x	156.8					mean x	156.8					mean x	156.8				
mean y	156.8					mean y	156.8					mean y	156.8					mean y	156.8					mean y	156.8				
correlation coefficient	0.66043872					correlation coefficient	0.66043872					correlation coefficient	0.66043872					correlation coefficient	0.66043872					correlation coefficient	0.66043872				

[illegible]

V. TRANSFERENCE	
Y1	Y2
381	3800
1681	6068
9450	17557
13589	18070
18324	13924
30064	57378

APPENDIX N

ORGANISATIONAL CULTURE											
project correlation comp vs emphasis on reward						project correlation emphasis on reward vs innovation					
Response	x	y	xx	xy	xy	Response	x	y	xx	xy	xy
1	38	91	1444	3450	8281	1	91	52	8281	2704	4732
2	108	155	11664	24025	16740	2	155	131	24025	17161	20305
3	270	163	72900	26569	18740	3	163	165	26569	27225	26895
4	218	280	47524	61040	78400	4	280	277	78400	76728	77560
5	149	95	22201	14155	9025	5	95	159	9025	25281	15105
6	1	0	1	0	0	6	0	0	0	0	0
7	0	0	0	0	0	7	0	0	0	0	0
Total	784	784	155734	139403	146300	Total	784	784	146300	149100	144597
n	5					n	5				
mean x	156.8					mean x	156.8				
mean y	156.8					mean y	156.8				
correlation coefficient	0.81854274					correlation coefficient	0.94944823				
project correlation comp vs innovation						project correlation emphasis on reward vs performance orientation					
Response	x	y	xx	xy	xy	Response	x	y	xx	xy	xy
1	38	52	1444	1976	2704	1	52	59	2704	3481	5369
2	108	131	11664	14148	11025	2	131	105	17161	16275	18275
3	270	165	72900	27225	44550	3	165	187	27225	34089	30481
4	218	277	47524	60386	76728	4	277	291	76728	84681	81480
5	149	159	22201	23691	23281	5	159	141	25281	18881	13395
6	1	0	1	0	0	6	0	0	0	0	0
7	0	0	0	0	0	7	0	0	0	0	0
Total	784	784	155734	149100	144751	Total	784	784	146300	154038	147600
n	5					n	5				
mean x	156.8					mean x	156.8				
mean y	156.8					mean y	156.8				
correlation coefficient	0.86251161					correlation coefficient	0.95101507				
project correlation comp vs performance orientation						project correlation emphasis on reward vs social responsibility					
Response	x	y	xx	xy	xy	Response	x	y	xx	xy	xy
1	38	59	1444	2242	3481	1	59	75	3481	5825	8825
2	108	105	11664	11340	11025	2	105	117	11025	13889	18135
3	270	187	72900	50490	34969	3	187	320	34969	102400	52160
4	218	291	47524	63438	84681	4	291	128	78400	15876	35280
5	149	141	22201	21009	18881	5	141	145	9025	21025	13775
6	1	0	1	0	0	6	0	0	0	0	0
7	0	0	0	0	0	7	0	0	0	0	0
Total	784	784	155734	149100	144751	Total	784	784	146300	158816	126175
n	5					n	5				
mean x	156.8					mean x	156.8				
mean y	156.8					mean y	156.8				
correlation coefficient	0.86251161					correlation coefficient	0.95101507				
project correlation comp vs innovation						project correlation emphasis on reward vs social responsibility					
Response	x	y	xx	xy	xy	Response	x	y	xx	xy	xy
1	38	59	1444	2242	3481	1	59	75	3481	5825	8825
2	108	105	11664	11340	11025	2	105	117	11025	13889	18135
3	270	187	72900	50490	34969	3	187	320	34969	102400	52160
4	218	291	47524	63438	84681	4	291	128	78400	15876	35280
5	149	141	22201	21009	18881	5	141	145	9025	21025	13775
6	1	0	1	0	0	6	0	0	0	0	0
7	0	0	0	0	0	7	0	0	0	0	0
Total	784	784	155734	149100	144751	Total	784	784	146300	158816	126175
n	5					n	5				
mean x	156.8					mean x	156.8				
mean y	156.8					mean y	156.8				
correlation coefficient	0.90516719					correlation coefficient	0.59618777				
project correlation comp vs social responsibility						project correlation emphasis on reward vs stability					
Response	x	y	xx	xy	xy	Response	x	y	xx	xy	xy
1	38	75	1444	2850	5825	1	75	105	5625	8250	5460
2	108	117	11664	12636	13689	2	117	145	13689	17161	18995
3	270	320	72900	86400	34969	3	320	227	102400	51520	37455
4	218	126	47524	27468	15976	4	126	174	15876	21876	48188
5	149	145	22201	21605	18881	5	145	132	21025	17424	20968
6	1	0	1	0	0	6	0	0	0	0	0
7	0	0	0	0	0	7	0	0	0	0	0
Total	784	784	155734	148520	148520	Total	784	784	149100	131280	131096
n	5					n	5				
mean x	156.8					mean x	156.8				
mean y	156.8					mean y	156.8				
correlation coefficient	0.90516719					correlation coefficient	0.8386115				
project correlation comp vs performance orientation						project correlation emphasis on reward vs supportiveness					
Response	x	y	xx	xy	xy	Response	x	y	xx	xy	xy
1	38	62	1444	2356	5825	1	62	82	3844	3024	3224
2	108	117	11664	12636	13689	2	117	168	13689	19761	22008
3	270	320	72900	86400	34969	3	320	251	102400	63001	41415
4	218	126	47524	27468	15976	4	126	214	15876	26896	59278
5	149	145	22201	21605	18881	5	145	88	21025	12560	13992
6	1	0	1	0	0	6	0	0	0	0	0
7	0	0	0	0	0	7	0	0	0	0	0

Total	7	0	784	0	0	155734	158616	150960	Total	7	0	784	0	0	146300	131280	130291	Total	7	0	784	0	0	149100	148810	139917
n					5				n					5				n					5			
mean x			156.8						mean x			156.8			156.8			mean x					156.8			
mean y			156.8						mean y			156.8			156.8			mean y					156.8			
correlation coefficient	0.91060058								correlation coefficient	0.84248481								correlation coefficient	0.85359509							
project correlation																										
comp vs stability																										
Response	x	y	xx	xy	xy	xx	xy	xy	Response	x	y	xx	xy	xy	xx	xy	xy	Response	x	y	xx	xy	xy	xx	xy	
1	38	105	1444	11025	3990				1	91	62	8281	3844	5642												
2	108	145	11684	21025	15660				2	155	168	24025	26224	26040												
3	270	227	72900	51528	61280				3	163	251	26569	63001	40913												
4	218	174	47524	30776	37932				4	280	214	78400	45796	56920												
5	149	132	22201	17424	19658				5	95	88	9025	7744	8360												
6	1	1	1	1	1				6	0	0	0	0	0												
7	0	0	0	0	0				7	0	0	0	0	0												
Total	784	784	155734	131280	138541				Total	784	784	146300	148610	140875												
n									n																	
mean x			156.8						mean x			156.8														
mean y			156.8						mean y			156.8														
correlation coefficient	0.93361477								correlation coefficient	0.86895115																
project correlation																										
comp vs supportiveness																										
Response	x	y	xx	xy	xy	xx	xy	xy	Response	x	y	xx	xy	xy	xx	xy	xy	Response	x	y	xx	xy	xy	xx	xy	
1	38	62	1444	3844	2356																					
2	108	168	11664	28224	18144																					
3	270	251	72900	63001	67770																					
4	218	214	47524	45796	46852																					
5	148	88	22201	7744	13112																					
6	1	1	1	1	1																					
7	0	0	0	0	0																					
Total	784	784	155734	148610	148035				Total	784	784	146610	148035													
n									n																	
mean x			156.8						mean x			156.8														
mean y			156.8						mean y			156.8														
correlation coefficient	0.93718115								correlation coefficient	0.93718115																

APPENDIX O - ORGANISATIONAL COMMITMENT

		project correlation						project correlation			
		affective vs continuance						continuance vs normative			
Response	x	y	xx	yy	xy	Response	x	y	xx	yy	xy
1	197	272	38809	73984	53584	1	272	216	73984	46656	58752
2	65	263	4225	69169	17095	2	263	221	69169	48841	58123
3	457	523	208849	273529	239011	3	523	266	273529	70756	139118
4	236	192	55696	36864	45312	4	192	228	36864	51984	43776
5	308	88	94864	7744	27104	5	88	370	7744	136900	32560
6	163	130	26569	16900	21190	6	130	126	16900	15876	16380
7	141	100	19881	10000	14100	7	100	139	10000	19321	13900
Total	1567	1568	448893	488190	417396	Total	1568	1566	488190	390334	362609
n	5					n	5				
mean x	313.4					mean x	313.6				
mean y	313.6					mean y	313.2				
correlation coefficient	0.57271924					correlation coefficient	0.15976859				
		project correlation									
		affective vs normative									
Response	x	y	xx	yy	xy						
1	197	216	38809	46656	42552						
2	65	221	4225	48841	14365						
3	457	266	208849	70756	121562						
4	236	228	55696	51984	53808						
5	308	370	94864	136900	113960						
6	163	126	26569	15876	20538						
7	141	139	19881	19321	19599						
Total	1567	1566	448893	390334	386384						
n	5										
mean x	313.4										
mean y	313.2										
correlation coefficient	0.57187415										

APPENDIX P: Project Hypothesis Tests

Transactional Leadership

a	b	c	d	e	total
54	83	162	310	175	784
325	98	126	108	126	784
151	102	165	214	152	784
200	148	181	137	118	784
730	429	634	769	574	3138

Transformational Leadership

a	b	c	d	e	total
104	89	189	253	149	784
66	75	137	256	250	784
79	124	182	242	157	784
79	93	184	256	182	784
109	113	126	271	165	784
437	494	828	1278	883	3920

Transformational vs Org culture

a	b	c	d	e
437	494	828	1278	883
482	929	1583	1580	914

corr coef

0.779

Transactional vs Org culture

a	b	c	d	e
482	929	1583	1580	914
730	429	634	769	574

corr coef

0.201

Transactional vs Org commitment

a	b	c	d	e
685	549	1246	656	521.67
730	429	634	769	574

corr coef

0.221

Org culture vs Org commitment

a	b	c	d	e
685	549	1246	656	521.67
482	929	1583	1580	914

corr coef

0.552

Organisational culture

a	b	c	d	e	f	total
38	108	270	218	149	1	784
91	155	163	280	95	0	784
52	131	165	277	159	0	784
59	105	187	291	141	1	784
75	117	320	126	145	1	784
105	145	227	174	132	1	784
62	168	251	214	88	1	784
482	929	1583	1580	909	5	5468

Organisational commitment

a	b	c	d	e	f	g	total
197	65	457	236	308	163	141	1567
272	263	523	192	88	130	100	1568
218	221	266	228	370	126	139	1566
685	549	1246	656	786	419	360	4701

Transformational vs Org commitment

a	b	c	d	e
437	494	828	1278	883
685	549	1246	656	521.67

corr coef

0.0838

Transactional vs Transformational

a	b	c	d	e
437	494	828	1278	883
730	429	634	769	574

corr coef

0.475

comm	a	b	c	d	e
comm	685	549	1246	656	521.67
cul	482	929	1583	1580	914
Transac	730	429	634	769	574
Transf	437	494	828	1278	883

Research questions

- .Do subordinates display high commitment to the company
- .Does the organisation have a common organisational structure
- .Is organisational culture positively correlated with organisational commitment
- .Do subordinates' perception of their managers' leadership behaviour correlate with their level of commitment to the company
- .Which leadership behaviour transformational or transactional ,has a more positive relationship with organisational commitment
- .Do subordinates' perception of their managers' leadership behaviour have a correlation with perceptions of organisational culture?
- .Which leadership behaviour transformational or transactional ,has a stronger correlation with organisational culture

HA o Transformational Leadership is negatively correlated with organisational commitment (p=-0.2)
 HA 1 Transformational Leadership is positively correlated with organisational commitment (p>0)

HB o Transformational Leadership is negatively correlated with organisational culture (p=-0.2)
 HB 1 Transformational Leadership is positively correlated with organisational culture (p>0)

HC o Organisational culture will not have a stronger correlation with organisational commitment(p=0.6)
 HC 1 Organisational culture will have a stronger correlation with organisational commitment(p > 0.6)

HD o Transactional Leadership is negatively correlated with organisational commitment (p=-0.3)
 HD 1 Transactional Leadership is positively correlated with organisational commitment(p>0)

HE o Transformational Leadership will not have a stronger correlation than transactional leadership on organisational commitment(p1-p0=0)
 HE 1 Transformational Leadership will have a stronger correlation than transactional leadership on organisational commitment(p1-p0<0)
 p. p0 =(correlation transformational leadership vs org commitment) and p1=(correlation transactional leadership vs organisational commitment)

HF o Transactional Leadership is negatively correlated with organisational culture (p=-0.3)

HF 1 Transactional Leadership is positively correlated with organisational culture ($p > 0$)

HG o Transformational Leadership will not have a stronger correlation than transactional leadership on organisational culture ($p_a - p_b = 0$)

HG 1 Transformational Leadership will have a stronger correlation than transactional leadership on organisational culture ($p_a - p_b > 0$)

b. p_a = (correlation transformational leadership vs org culture) and p_b = (correlation transactional leadership vs organisational culture)

$n = 5$ significance level 5%

for the test statistics we shall use the fisher's transformation of r ($=W$) $W \sim N(0.5 \cdot \ln\{(1+p)/(1-p)\}, 1/(n-3))$ (under the H_0)

	fisher@	mean =fisher(p)	sd=1/sqrt(n-3)	Probability of critical region		p value	decision
$W1=$	0.084	-0.202732554	0.707106781	$P(W > 0.084) =$	$P(Z > 0.41) =$	0.3409	reject HA o
$W2=$	1.0428	-0.202732554	0.707106781	$P(W > 1.0428) =$	$P(Z > 1.77) =$	0.0384	reject HB o
$W3=$	0.6209	0.683147181	0.707106781	$P(W > 0.6209) =$	$P(Z > -0.10) =$	0.5398	accept HC o
$W4=$	0.2251	-0.309519804	0.707106781	$P(W > 0.2251) =$	$P(Z > 0.78) =$	0.2238	reject HD o
$W8=$	0.2033	-0.309519804	0.707106781	$P(W > 0.2033) =$	$P(Z > 0.73) =$	0.2327	reject HF o

in the 5th and 7th hypothesis tests we shall test the difference between two correlations

$W5 = W1 - W4$	0.10678705	0.5318308	z value=0.201	$P(Z < 0.201) =$	0.5783	accept HE o
$W7 = W2 - W8$	0.10678705	0.5318308	z value=0.201	$P(Z > 0.201) =$	0.4207	reject HG o

Conclusion

At the 5% level of significance we can attest that

1. Subordinates display a high commitment to their company.
2. The organisation has a common organisational structure.
3. Organisational culture is not strongly correlated with organisational commitment.
4. The subordinates' perception of their managers' leadership behaviour does correlate with their level of commitment to the company.
5. Transformational and transactional have an equal relationship with organisational commitment.
6. The subordinates' perception of their managers' leadership behaviour have a correlation with the perceptions of the organisational culture.
7. Of the two leadership styles, transformational leadership has a stronger correlation with organisational.

b. in carrying out correlations some classes were grouped together in order to maintain a uniform distribution of responses e.g. the last response (f) in organisational culture had insignificantly smaller values and these were incorporated into (e).

Transactional Leadership

a	b	c	d	e	total
54	83	102	310	175	=SUM(B7:F7)
325	96	126	108	129	=SUM(B8:F8)
151	102	165	214	152	=SUM(B9:F9)
200	148	181	137	118	=SUM(B10:F10)
=SUMIF =SUM(C =SUM(E =SUM(G7:G11)					

Transformational Leadership

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Transformational vs Org. culture

a	b	c	d	e
TI	437	494	826	1278
Org. cul	482	929	1503	1580
corr. coeff	-CORR			

Transactional vs Org. culture

a	b	c	d	e
TI	437	494	826	1278
Org. cul	482	929	1503	1580
corr. coeff	-CORR			

Transformational vs Org. commitment

a	b	c	d	e
TI	437	494	826	1278
Org. Com	485	949	1549	1656
corr. coeff	-CORR			

Org. culture vs Org. commitment

a	b	c	d	e
Org. cul	485	949	1549	1656
Org. Com	485	949	1549	1656
corr. coeff	-CORR			

1. Do subordinates display high commitment to the company
2. Does the organisation have a common organisational structure
3. Is organisational culture positively correlated with organisational commitment
4. Do subordinates' perception of their managers' leadership behaviour correlate with their level of commitment to the company
5. Which leadership behaviour (transformational or transactional) has a more positive relationship with organisational commitment
6. Do subordinates' perception of their managers' leadership behaviour have a correlation with perceptions of organisational culture?
7. Which leadership behaviour (transformational or transactional) has a stronger correlation with organisational culture

Organisational culture

a	b	c	d	e	f	total
36	108	270	210	149	1	=SUM(K7:P7)
91	155	163	280	95	0	=SUM(K8:P8)
52	131	165	277	159	0	=SUM(K9:P9)
59	105	187	201	141	1	=SUM(K10:P10)
75	117	320	126	145	1	=SUM(K11:P11)
105	145	227	174	132	1	=SUM(K12:P12)
82	168	251	214	98	1	=SUM(K13:P13)
=SUM(K7:P7) =SUM(K8:P8) =SUM(K9:P9) =SUM(K10:P10) =SUM(K11:P11) =SUM(K12:P12) =SUM(K13:P13)						

Organisational commitment

Transactional vs Org. commitment

a	b	c	d	e	f	total
197	63	457	239	308	163	141
272	263	523	102	68	130	100
216	221	266	228	370	126	136
=SUM(Q23:Q28) =SUM(Q29:Q34) =SUM(Q35:Q40) =SUM(Q41:Q46) =SUM(Q47:Q52) =SUM(Q53:Q58) =SUM(Q59:Q64)						

Transformational vs Org. commitment

a	b	c	d	e	f
TI	437	494	826	1278	853
Org. Com	485	949	1549	1656	853
corr. coeff	-CORREL(32;				

Transactional vs Transformational

a	b	c	d	e	f
437	494	826	1278	853	853
730	429	634	766	574	574
corr. coeff	-CORREL(34;				

Org. culture vs Org. commitment

a	b	c	d	e	f
Org. cul	485	949	1549	1656	853
Org. Com	485	949	1549	1656	853
corr. coeff	-CORREL(34;				

1. HA o Transformational Leadership is negatively correlated with organisational commitment (p=0.2)
HA 1 Transformational Leadership is positively correlated with organisational commitment (p>0)
2. HB o Transformational Leadership is negatively correlated with organisational culture (p=0.2)
HB 1 Transformational Leadership is positively correlated with organisational culture (p>0)
3. HC o Organisational culture will not have a stronger correlation with organisational commitment (p=0.6)
HC 1 Organisational culture will have a stronger correlation with organisational commitment (p > 0.6)
4. HD o Transactional Leadership is negatively correlated with organisational commitment (p=0.3)
HD 1 Transactional Leadership is positively correlated with organisational commitment (p>0)

5. HE 0 Translational Leadership will not have a stronger correlation than Transactional Leadership on organisational commitment (p < 0.05)
 HE 1 Transactional Leadership will have a stronger correlation than Transactional Leadership on organisational commitment (p < 0.05)
 H0b: ρ_{01} = correlation translational leadership vs org commitment) and ρ_{11} = (correlation transactional leadership vs organisational commitment)
 H0c: ρ_{01} = Transactional Leadership is negatively correlated with organisational culture (p < 0.3)
 H1: Transactional Leadership is positively correlated with organisational culture (p < 0.3)

H4: Transformational leadership will not have a stronger correlation than transactional leadership on organizational culture (ps-pb-04)

50%
abundance

FOR EN

$$W \sim N(0.5 \ln[(1+p)(1-p)], 1/(n-3)) \quad (\text{under } H_0 \text{ and } H_1)$$

factor0	mean sffisher(p)	sd=1 fscut(p=3)	Probability of critical region	p value	decision
W1=	=FISHER(0.2)	=1FSQRT(2)	PZ<0.41)=	0.3409	reject H0
W2=	=FISHER(0.2)	=1FSQRT(2)	PZ>1.77)=	0.0394	reject H0
W3=	=FISHER(0.6)	=1FSQRT(2)	PZ<0.10)=	0.5398	accept H0
W4=	=FISHER(0.3)	=1FSQRT(2)	PZ<0.76)=	0.2230	reject H0
W5=	=FISHER(0.3)	=1FSQRT(2)	PZ<0.73)=	0.2327	reject H0

to the 5th and 7th hypothesis tests we shall test the difference between two correlations

Model	Log-likelihood	AIC	BIC	χ^2	df	p
Model 1	-149.07	299.14	302.14	149.07	1	<.001
Model 2	-148.97	299.94	302.94	148.97	1	<.001
Model 3	-148.87	300.74	303.74	148.87	1	<.001
Model 4	-148.77	301.54	304.54	148.77	1	<.001
Model 5	-148.67	302.34	305.34	148.67	1	<.001
Model 6	-148.57	303.14	306.14	148.57	1	<.001
Model 7	-148.47	303.94	306.94	148.47	1	<.001
Model 8	-148.37	304.74	307.74	148.37	1	<.001
Model 9	-148.27	305.54	308.54	148.27	1	<.001
Model 10	-148.17	306.34	309.34	148.17	1	<.001
Model 11	-148.07	307.14	310.14	148.07	1	<.001
Model 12	-147.97	307.94	310.94	147.97	1	<.001
Model 13	-147.87	308.74	311.74	147.87	1	<.001
Model 14	-147.77	309.54	312.54	147.77	1	<.001
Model 15	-147.67	310.34	313.34	147.67	1	<.001
Model 16	-147.57	311.14	314.14	147.57	1	<.001
Model 17	-147.47	311.94	314.94	147.47	1	<.001
Model 18	-147.37	312.74	315.74	147.37	1	<.001
Model 19	-147.27	313.54	316.54	147.27	1	<.001
Model 20	-147.17	314.34	317.34	147.17	1	<.001
Model 21	-147.07	315.14	318.14	147.07	1	<.001
Model 22	-146.97	315.94	318.94	146.97	1	<.001
Model 23	-146.87	316.74	319.74	146.87	1	<.001
Model 24	-146.77	317.54	320.54	146.77	1	<.001
Model 25	-146.67	318.34	321.34	146.67	1	<.001
Model 26	-146.57	319.14	322.14	146.57	1	<.001
Model 27	-146.47	319.94	322.94	146.47	1	<.001
Model 28	-146.37	320.74	323.74	146.37	1	<.001
Model 29	-146.27	321.54	324.54	146.27	1	<.001
Model 30	-146.17	322.34	325.34	146.17	1	<.001
Model 31	-146.07	323.14	326.14	146.07	1	<.001
Model 32	-145.97	323.94	326.94	145.97	1	<.001
Model 33	-145.87	324.74	327.74	145.87	1	<.001
Model 34	-145.77	325.54	328.54	145.77	1	<.001
Model 35	-145.67	326.34	329.34	145.67	1	<.001
Model 36	-145.57	327.14	330.14	145.57	1	<.001
Model 37	-145.47	327.94	330.94	145.47	1	<.001
Model 38	-145.37	328.74	331.74	145.37	1	<.001
Model 39	-145.27	329.54	332.54	145.27	1	<.001
Model 40	-145.17	330.34	333.34	145.17	1	<.001
Model 41	-145.07	331.14	334.14	145.07	1	<.001
Model 42	-144.97	331.94	334.94	144.97	1	<.001
Model 43	-144.87	332.74	335.74	144.87	1	<.001
Model 44	-144.77	333.54	336.54	144.77	1	<.001
Model 45	-144.67	334.34	337.34	144.67	1	<.001
Model 46	-144.57	335.14	338.14	144.57	1	<.001
Model 47	-144.47	335.94	338.94	144.47	1	<.001
Model 48	-144.37	336.74	339.74	144.37	1	<.001
Model 49	-144.27	337.54	340			

History

1. Subordinates display a high commitment to their company.
2. The organizational culture is strongly combined with organizational commitment.
3. The organizational culture is not strongly combined with organizational commitment.
4. The subordinates' perception of their managers' leadership behaviour does correspond to the subordinates' perception of their managers' leadership behaviour.
5. Transformational and transactional have an equal relationship with organizational commitment.
6. The subordinates' perception of their managers' leadership behaviour has a correlation with the subordinates' perception of their managers' leadership behaviour.
7. Of the two leadership styles, transformational leadership has a stronger correlation with the subordinates' perception of their managers' leadership behaviour.

to in carrying out correlations some classes were grouped together in order to maintain a uniform distribution of responses and to operationalise the last response of the last responses (i) in organisational culture had multidisciplinary smaller values and these were incorporated into (i).

RELATIONSHIP BETWEEN LEADERSHIP STYLES, ORGANISATIONAL CULTURE AND ORGANISATIONAL COMMITMENT WITHIN ABC

[illegible]

15		16	12	43	70	55			
19		17	26	65	70	18			
29		60	23	37	58	18			
31		11	28	44	55	58			
		104	89	189	253	149			
		0	89	378	759	596			
9		17	18	31	46	84			
13		28	16	36	59	57			
26		12	22	35	72	55			
36		9	19	35	79	54			
		66	75	137	256	250			
		0	75	274	768	1000			
2		12	10	36	118	20			
8		39	48	45	41	23			
30		14	47	52	45	38			
32		14	19	49	38	76			
		79	124	182	242	157			
		0	124	364	726	628			
5		82	30	31	16	37			
7		106	21	25	32	12			
28		61	16	41	38	40			
33		76	29	29	22	40			
		325	96	126	108	129			
		0	96	252	324	516			
4		44	25	62	59	6			
22		41	21	29	54	51			
24		38	29	28	52	49			
27		28	27	46	49	46			
		151	102	165	214	152			
		0	102	330	642	608			
3		49	21	87	33	6			
12		65	62	31	30	8			
17		24	31	35	42	64			
20		62	34	28	32	40			
		200	148	181	137	118			
		0	148	362	411	472			
38		11	18	40	73	54			
41		8	23	57	44	64			
		19	41	97	117	118			
		0	41	194	351	472			

196	individualised consideration			
196	individualised consideration			
196	individualised consideration			
196	individualised consideration			
784				
1822				
2.32398				
196	inspirational motivation			
196	inspirational motivation			
196	inspirational motivation	green is transformational		
196	inspirational motivation			
784				
2117				
2.700255				
196	intellectual stimulation			
196	intellectual stimulation			
196	intellectual stimulation			
196	intellectual stimulation			
784				
1842				
2.34949				
196	laissez-faire			
196	laissez-faire			
196	laissez-faire			
196	laissez-faire			
784				
1188				
1.515306				
196	management by exception (active)			
196	management by exception (active)			
196	management by exception (active)			
196	management by exception (active)			
784				
1682				
2.145408				
196	management by exception (Passive)			
196	management by exception (Passive)			
196	management by exception (Passive)			
196	management by exception (Passive)			
784				
1393				
1.776786				
196	satisfaction			
196	satisfaction			
392				
1058				
2.69898				

[illegible]

	ORGANISATIONAL COM	1	2	3	4	5	6	7						
74	1	5	2	32	16	97	24	19	196	affective				
75	2	3	7	40	15	54	30	47	196	affective				
76	3	6	9	33	23	56	25	44	196	affective				
77	4	18	8	43	75	29	19	4	196	affective				
78	5	54	11	99	18	5	5	4	196	affective				
79	6	51	10	76	31	8	16	4	196	affective				
80	7	8	8	39	35	50	41	15	196	affective				
81	8	51	10	95	23	9	3	5	196	affective				
		197	65	457	236	308	163	142	1568					
		197	130	1371	944	1540	978	994	6154					
									3.924745					
82	1	40	65	37	23	12	13	6	196	continuance				
83	2	38	39	39	48	7	12	13	196	continuance				
84	3	37	12	73	29	8	30	7	196	continuance				
85	4	31	33	70	15	10	18	19	196	continuance				
86	5	21	32	76	20	12	32	3	196	continuance				
87	6	37	26	76	20	18	17	2	196	continuance				
88	7	37	40	75	16	12	2	14	196	continuance				
89	8	31	16	77	21	9	6	36	196	continuance				
		272	263	523	192	88	130	100	1568					
		272	526	1569	768	440	780	700	5055					
									3.223852					
90	1	12	17	37	18	19	42	51	196	normative				
91	2	17	18	45	18	49	15	33	195	normative				
92	3	24	8	30	20	71	29	14	196	normative				
93	4	46	24	38	17	59	5	7	196	normative				
94	5	44	29	21	17	65	9	11	196	normative				
95	6	19	22	28	66	47	5	8	195	normative				
96	7	31	32	31	39	43	9	11	196	normative				
97	8	23	71	36	33	17	12	4	196	normative				
		216	221	266	228	370	126	139	1566					
		216	442	798	912	1850	756	973	5947					
									3.797573					

	MALE	FEMALE	
MOZAMBIQUE	9	6	
TANZANIA	13	6	
SOUTH AFRICA	4	5	
ZAMBIA	15	8	
BOTSWANA	19	5	
ZIMBABWE	73	33	
	133	63	196

	BELOW 30	30-40	ABOVE 40	
MOZAMBIQUE	8	7	0	
TANZANIA	2	14	3	
SOUTH AFRICA	3	3	3	
ZAMBIA	14	8	1	
BOTSWANA	8	15	1	
ZIMBABWE	40	42	24	
	75	89	32	196

	BELOW 1	1-3 YEARS	3-5 YEARS	5-8 YEARS	ABOVE 8	
MOZAMBIQUE	2	3	10	0	0	
TANZANIA	0	5	7	7	0	
SOUTH AFRICA	3	3	1	2	0	
ZAMBIA	4	13	5	1	0	
BOTSWANA	1	8	14	1	0	
ZIMBABWE	11	48	22	12	13	
	21	80	59	23	13	196

	NON CLEF	CLERICAL	OFFICER	MANAGE	HEAD OF DEPT	
MOZAMBIQUE	0	1	5	8	1	
TANZANIA	3	8	1	6	1	
SOUTH AFRICA	1	2	1	2	3	
ZAMBIA	3	3	5	11	1	
BOTSWANA	1	9	2	11	1	
ZIMBABWE	17	26	27	22	4	
	25	49	41	60	11	

	HIGH SC	ASS DEG	BACH DE	MASTERS	DOCTORATE	
MOZAMBIQUE	1	1	11	2	0	
TANZANIA	4	1	1	13	0	
SOUTH AFRICA	2	3	2	2	0	
ZAMBIA	2	9	10	2	0	
BOTSWANA	3	19	3	1	0	
ZIMBABWE	48	20	30	5	0	
	60	53	57	25	0	195

	TOTAL	CODE	
MOZAMBIQUE	15	1	
TANZANIA	19	2	
SOUTH AFRICA	9	3	
ZAMBIA	23	4	
BOTSWANA	24	5	
ZIMBABWE	106	6	
	196		

RESULTS TABLE : MEANS & STANDARD DEVIATION

LEADERSHIP STYLE	N	X	SD
contingent reward	784	2.598214	1.146061889
effectiveness	784	2.452806	1.093492785
extra effort	588	2.255102	1.063354832
idealised influence (attributed)	784	2.419643	1.224972958
idealised influence (behaviour)	784	2.344388	1.330943887
individualised consideration	784	2.32398	1.274421304
inspirational motivation	784	2.700255	1.243404027
intellectual stimulation	784	2.34949	1.115926671
laissez-faire	784	1.515306	1.53120639
management by exception (active)	784	2.145408	1.38935171
management by exception (Passive)	784	1.776786	1.39234245
satisfaction	392	2.69898	1.147085255

ORGANISATIONAL CULTURE	N	X	SD
competitiveness	784	3.42602	1.093174682
emphasis on reward	784	3.169643	1.215290777
innovation	784	3.459184	1.178074428
performance orientation	784	3.44898	1.153571379
social responsibility	784	3.192602	1.184142291
stability	784	3.108418	1.269438608
supportiveness	784	3.127551	1.114885294

ORGANISATIONAL COMMITMENT	N	X	SD
affective	1568	3.924745	1.649219014
continuance	1568	3.223852	1.442899109
normative	1568	3.8011658	1.612672313

MEAN CALCULATIONS

RELATIONSHIP BETWEEN LEADERSHIP STYLES, ORGANISATIONAL CULTURE AND ORGANISATIONAL COMMITMENT WITHIN ABC

QUEST	CONSTRUCT	CODES							
	LEADERSHIP STYL	0	1	2	3	4	5	6	7
1		9	7	36	117	27			
11		17	22	25	70	62			
16		14	13	51	55	63			
35		14	41	50	68	23			
		54	83	162	310	175			
		0	83	324	930	700			
	FREQUENCY SQ	0	1	4	9	16			
		0	83	648	2790	2800	6321	subtract	5292.5625
								1028.44	
37		12	27	37	68	52			
40		13	44	54	64	21			
43		10	16	90	49	31			
45		11	12	46	97	30			
		46	99	227	278	134			
		0	99	454	834	536			
	FREQUENCY SQ	0	1	4	9	16			
		0	99	908	2502	2144	5653	subtract	4716.7462
								936.254	
39		11	46	37	84	18			
42		8	50	63	42	33			
44		13	14	92	58	19			
		32	110	192	184	70			
		0	110	384	552	280			
	FREQUENCY SQ	0	1	4	9	16			
		0	110	768	1656	1120	3654	subtract	2990.2653
								663.735	
10		10	14	46	63	63			
18		25	20	76	56	19			
21		32	16	33	63	52			
25		12	43	39	74	28			
		79	93	194	256	162			
		0	93	388	768	648			
	FREQUENCY SQ	0	1	4	9	16			
		0	93	776	2304	2592	5765	subtract	4590.0625
								1174.94	

6		40	24	33	50	49			
14		12	13	30	77	64			
23		29	23	25	90	29			
34		28	53	38	54	23			
		109	113	126	271	185			
		0	113	252	813	660			
	FREQUENCY SQ	0	1	4	9	16			
		0	113	504	2439	2640	5696	subtract	4308.9847
								1387.02	
15		16	12	43	70	55			
19		17	26	65	70	18			
29		60	23	37	58	18			
31		11	28	44	55	58			
		104	89	189	253	149			
		0	89	378	759	596			
	FREQUENCY SQ	0	1	4	9	16			
		0	89	756	2277	2384	5506	subtract	4234.2908
								1271.71	
9		17	18	31	46	84			
13		28	16	36	59	57			
26		12	22	35	72	55			
36		9	19	35	79	54			
		66	75	137	256	250			
		0	75	274	768	1000			
	FREQUENCY SQ	0	1	4	9	16			
		0	75	548	2304	4000	6927	subtract	5716.4401
								1210.56	
2		12	10	36	118	20			
8		39	48	45	41	23			
30		14	47	52	45	38			
32		14	19	49	38	76			
		79	124	182	242	157			
		0	124	364	726	628			
	FREQUENCY SQ	0	1	4	9	16			
		0	124	728	2178	2512	5542	subtract	4327.7602
								1214.24	

196	idealised influence (behaviour)				
196	idealised influence (behaviour)				
196	idealised influence (behaviour)				
196	idealised influence (behaviour)				
784					
1838					
2.344387755	MEAN				
5.496153946	MEAN SQUARED				
1.77141163	variance				
1.330943887	SD				
196	individualised consideration				
196	individualised consideration				
196	individualised consideration				
196	individualised consideration				
784					
1822					
2.323979592	MEAN				
5.400881143	MEAN SQUARED				
1.62414966	variance				
1.274421304	SD				
196	inspirational motivation				
196	inspirational motivation				
196	inspirational motivation				
196	inspirational motivation				
784					
2117					
2.700255102	MEAN				
7.291377616	MEAN SQUARED				
1.546053575	variance				
1.243404027	SD				
196	intellectual stimulation				
196	intellectual stimulation				
196	intellectual stimulation				
196	intellectual stimulation				
784					
1842					
2.349489796	MEAN				
5.520102301	MEAN SQUARED				
1.550753251	variance				
1.115926671	SD				

5		82	30	31	16	37			
7		106	21	25	32	12			
28		61	16	41	38	40			
33		76	29	29	22	40			
		325	96	126	108	129			
		0	96	252	324	516			
	FREQUENCY SQ	0	1	4	9	16			
		0	96	504	972	2064	3636	subtract	1800.1837
									1835.82
4		44	25	62	59	6			
22		41	21	29	54	51			
24		38	29	28	52	49			
27		28	27	46	49	46			
		151	102	165	214	152			
		0	102	330	642	608			
	FREQUENCY SQ	0	1	4	9	16			
		0	102	660	1926	2432	5120	subtract	3608.5765
									1511.42
3		49	21	87	33	6			
12		65	62	31	30	8			
17		24	31	35	42	64			
20		62	34	28	32	40			
		200	148	181	137	118			
		0	148	362	411	472			
	FREQUENCY SQ	0	1	4	9	16			
		0	148	724	1233	1888	3993	subtract	2475.0625
									1517.94
38		11	18	40	73	54			
41		8	23	57	44	64			
		19	41	97	117	118			
		0	41	194	351	472			
	FREQUENCY SQ	0	1	4	9	16			
		0	41	388	1053	1888	3370	subtract	2855.5204
									514.48

196	laissez-faire				
196	laissez-faire				
196	laissez-faire				
196	laissez-faire				
784					
1188					
1.515306122	MEAN				
2.296152645	MEAN SQUARED				
2.34459301	variance				
1.53120639	SD				
196	management by exception (active)				
196	management by exception (active)				
196	management by exception (active)				
196	management by exception (active)				
784					
1682					
2.145408163	MEAN				
4.602776187	MEAN SQUARED				
1.930298173	variance				
1.38935171	SD				
196	management by exception (Passive)				
196	management by exception (Passive)				
196	management by exception (Passive)				
196	management by exception (Passive)				
784					
1393					
1.776785714	MEAN				
3.156967474	MEAN SQUARED				
1.938617497	variance				
1.39234245	SD				
196	satisfaction				
196	satisfaction				
392					
1058					
2.698979592	MEAN				
7.284490837	MEAN SQUARED				
1.315804583	variance				
1.147085255	SD				

[illegible]

		75	117	320	126	146		
		75	234	960	504	730		
	FREQUENCY SQ	1	4	9	16	25		
		75	468	2880	2016	3650	9089	subtract
								7991.082908
								1097.9171
46	1	16	25	56	35	64		
50	5	38	40	62	24	32		
56	11	11	25	73	67	20		
69	24	40	55	36	48	17		
		105	145	227	174	133		
		105	290	681	696	665		
	FREQUENCY SQ	1	4	9	16	25		
		105	580	2043	2784	3325	8837	subtract
								7575.215561
								1261.7844
47	2	20	37	56	52	31		
62	17	13	23	107	34	19		
66	21	19	59	37	62	19		
71	26	10	49	51	66	20		
		62	168	251	214	89		
		62	336	753	856	445		
	FREQUENCY SQ	1	4	9	16	25		
		62	672	2259	3424	2225	8642	subtract
								7668.755102
								973.2449
	ORGANISATIONAL COM	1	2	3	4	5	6	7
74	1	6	2	32	16	97	24	19
75	2	3	7	40	15	54	30	47
76	3	6	9	33	23	56	25	44
77	4	18	8	43	75	29	19	4
78	5	54	11	99	18	5	5	4
79	6	51	10	76	31	8	16	4
80	7	8	8	39	35	50	41	15
81	8	51	10	95	23	9	3	5
		197	65	457	236	308	163	142
		197	130	1371	944	1540	978	994
	FREQUENCY SQ	1	4	9	16	25	36	49
		197	260	4113	3776	7700	5868	6958
								28415
								subtract
								24152.88
								4262.119898
82	1	40	65	37	23	12	13	6
83	2	38	39	39	48	7	12	13
84	3	37	12	73	29	8	30	7

784			
2503			
3.192602041	MEAN		
10.19270779	MEAN SQUARED		
1.402192965	variance		
1.184142291	SD		
196	stability		
196	stability		
196	stability		
196	stability		
784			
2437			
3.108418367	MEAN		
9.662264746	MEAN SQUARED		
1.611474379	variance		
1.269438608	SD		
196	supportiveness		
196	supportiveness		
196	supportiveness		
196	supportiveness		
784			
2452			
3.12755102	MEAN		
9.781575385	MEAN SQUARED		
1.242969218	variance		
1.114885294	SD		
196	affective		
196	affective		
196	affective		
196	affective		
196	affective		
196	affective		
196	affective		
196	affective		
1568			
6154			
3.924744898	MEAN		
15.40362251	MEAN SQUARED		
2.719923355	variance		
1.649219014	SD		
196	continuance		
196	continuance		
196	continuance		

[illegible]

Thank you!

Ngúyabonga