An investigation into the power dynamics of female African Black leadership and its effects on leader-follower exchanges

A Research Report
presented to the

Graduate School of Business Leadership
University of South Africa

In partial fulfillment of the
requirements for the

MASTERS DEGREE IN BUSINESS LEADERSHIP,
UNIVERSITY OF SOUTH AFRICA

by
KALATHARAN KONAR
30 November 2005

I certify that the research article is my own work and that all references used are accurately reported.

SIGNED: 

DATE: 2006-02-01

Title: An investigation into the power dynamics of female African Black leadership and its effects on leader- follower exchanges.

Name: Kalatharan Konar

Student Number: 0527 504 0

Telephone: (O) (012) 303 9124
(C) 082 373 1182

Facsimile: (012) 324 2538 .

E-mail: kkonargn@hotmail.com

FINAL RESEARCH REPORT MBL3

Supervisor: Prof L. Booysen

Unisa SBL

30 November 2005.

Abstract

This document illustrates and discusses the findings, research methodology, conclusions and recommendations, emerging from a study conducted on the Black managerial population, (n = 100), at the National Department of Water Affairs and Forestry in South Africa, (DWAF). The aim of the study was to investigate the nature of the relationship between Black subordinates and their Black managers with a view to determining whether the dynamics emanating from the authority relationship between these two groups triggers cognitive dissonance in Black male subordinates because of their patriarchal socialization. The study also sought to determine whether differences in leadership style are attributable to gender differences as well as whether Black female senior managers at DWAF were more transformational as leaders than their Black male colleagues.

The primary hypotheses and research questions in this study were:- HI = The power dynamics between Black female senior managers and their immediate Black male subordinates triggers cognitive dissonance amongst African Black male subordinates because of their patriarchal cultures of origin.

H2= Black female senior managers are more transformational as leaders than their Black male colleagues.

A combination of questionnaire, interviews and focus groups were used with a view to validating the hypotheses. Only the secondary hypothesis and the third research problem were answered in the affirmative. Insufficient support was found in the quantitative analyses and the qualitative analyses for H1 as well as the first two research problems.

Interviews were conducted with 4 of the 6 African Black female senior managers in the population. Two focus groups were held. The first focus group comprised a combination of Black female senior managers and Black female junior managers. The second focus group comprised 5 Black male senior managers only. Content analysis was used to extract trends that emanated from both the focus groups and the interviews.

The response rate in the Black junior manager group was 36.8%. The response rate in the Black senior manager group was 29 or 67.4% in a population of 37. The overall response rate was 50 or 50%. One questionnaire which was divided into two sections was distributed to both sectors of the population.

TABLE OF CONTENTS

Chapter 1: The Focus and rationale of the Study 1

1.1 Introduction 1

1.2 Purpose of the research 5

1.3 Statement of the research problems and sub-problems 7

1.4 Delimitation of the Study 8

1.5 Importance of the Study 9

Chapter 2: Literature Review – Issues relating to Transformational leadership 11

2.1 Introduction 11

2.1.1 Servant leadership 11

2.1.2 A leadership style suited to Africa 11

21.2.1 The qualities of transformational leaders 15

2.1.2.2 Applicability of transformational leadership principles: an organizational perspective 16

2.1.2.3 The dynamics of transformational leadership 19

2.1.2.4 The applicability of transformational leadership in the South African context 20

2.1.2.5 Transformational leadership in the South African context 22

2.1.3 The need for a paradigm shift 24

2.1.4 Afrocentric vs. Eurocentric leadership debates 26

Chapter 3 Literature Review – Gender issues relating to transformational leadership 30

3.1 Introduction 30

3.2 Gender Theory 30

3.2.1 Gender and Cognitive Dissonance 33

3.2.2 The inter-relationship between gender, patriarchy and cognitive dissonance 34

3.2.3 Gender differences in leadership styles 35

3.2.4 Gender typing 39

3.2.5 Gender bias 39

3.2.6 Gender: the South African context 41

3.2.7 Gender and leadership 42

3.2.8 Gender and transformational leadership 44

Chapter 4: Research design and methodology 46
4.1 Introduction 46
4.2 Research Process 46
4.3 Unit of Study 49
4.4 Population 49
4.5 Sample size and sample 49
4.6 Sample frame and sampling 49
4.7 The sample for the focus group and interviews 50
4.7.1 The sample for the interviews 50
4.7.2 The sample for the 1st focus group 50
4.7.3 The sample for the 2nd focus group 51
4.8 The sample for the questionnaire survey 52
4.9 Measuring instruments- quantitative data 52
4.10 Description and discussion of MFLQ5X 52
4.11 Validity and Reliability 54
4.12 Goal-specific questionnaire 55
4.13 Advantages and disadvantages of questionnaires 55
4.14 Measuring techniques – qualitative data 56
4.15 Interviews 56
4.15.1 Advantages and disadvantages of interviews 56
4.16 Focus groups 56
4.16.1 Advantages and disadvantages of focus groups 57
4.17 Discussion of hypotheses 57
4.2 Data analysis techniques 59
4.2.1Introduction 59
4.2.2 Quantitative data 59
4.2.3 Qualitative data – interviews 60
4.3 Summary – research design and methodology 60
Chapter 5 – Data Analysis 61
5.1 Introduction 61
5.1.1 Analysis of interview data 61
5.1.2 Thematic Analyses - Interviews 61
5.1.3 Patriarchy and Cognitive Dissonance 63
5.1.4 Gender differences in leadership 63
5.1.5 Transformational leadership 64

5.1.6 Qualities of women that support transformational leadership 64
5.2 Common trends emerging from the interviews 64
5.3 Analysis of qualitative data – 1st focus group 64
5.3.1 Thematic analyses- Black female focus group 64
5.3.1.1 Patriarchy and cognitive dissonance 66
5.3.1.2 Gender differences in leadership 66
5.3.1.3 Qualities of women that support transformational leadership 66
5.3.1.4 Transformational leadership 66
5.4 Analysis of qualitative data – 2nd focus group 66
5.4.1 Thematic Analyses – 2nd focus group 67
5.4.1.1 Patriarchy and cognitive dissonance 67
5.4.1.2 Transformational leadership 67
5.4.1.3 Gender differences in leadership 68
5.4.1.4 Qualities of women that support transformational leadership 68
5.5 Common themes emerging from both focus groups 69
5.6 Common themes – interviews and focus groups 69
5.7 Analysis of quantitative data 69
5.7.1 Reliability of questionnaire 70
5.8 Questionnaire analysis – Multi factor leadership questionnaire 70
5.9 Analysis of findings 71
5.10 Levels of analysis 71
5.11 Descriptive statistics –mean values 72
5.12 Findings – Black male and female junior managers 75
5.13 Discussion of research propositions and hypotheses 85
5.13.1 Quantitative support – H1 86
5.13.2 Qualitative support – H1 86
5.14 Quantitative support – H2 87
5.14.1 Qualitative support – H2 88
5.15 Quantitative support – research propositions 88
5.16 Qualitative support – research propositions 89
5.17 Limitations of this study 90
5.18 Constraints experienced in this study 91

Chapter 6 – Discussion and Conclusions 93
6.1 Patriarchy and cognitive dissonance 93
6.2 Qualities supporting the use of transformational leadership 95
6.3 The link with Ubuntu 95
6.4 Discussion of secondary hypotheses 96
6.4.1 A constraint in implementing transformational leadership 98
6.4.2 Leadership differences 99
6.5 Recommendations 99
6.5.1 Suggested use of the attributes of Black females 99
6.5.2 Recommendations regarding Ubuntu
and transformational leadership 100
6.5.3 Sustained use of transformational leadership techniques 101
6.5.4 Building a sustainable platform 101
6.5.5 Challenges and adaptation –Black females 102
6.5.6 Suggestions for future research 103
List of references 144

LIST OF APPENDICES

Appendix A – MFLQ5X 104

Appendix B – Interview Schedule 106

Appendix C – Transcript of interviews 107

Appendix D – Transcript from Black female focus group 115

Appendix E – Transcript of 2nd focus group 120

Appendix F – Results from quantitative analyses 123

Appendix G – Thematic Analyses – Interviews 133

Appendix H – Common trends emerging from interviews 138

Appendix I – Common themes emerging from the 1st focus group 139

Appendix J – Common themes emerging from the 2nd focus group 141

Appendix K – Common themes emerging from interviews and focus groups 143

LIST OF TABLES

Table 1 – Unit of Analysis 49
Table 2 – Details of Interviewees 50
Table 3 – Details of Black female senior managers who participated in the 1st focus group 51
Table 4 – Details of the participants in the 2nd focus group 51
Table 5 – Thematic Analyses 61
Table 6 – Consolidated reliability co-efficients 70
Table 7 – Mean scores – Black male and female senior managers 73
Table 8 – Mean scores – Black male and female junior managers 76
Table 9 – Regression co-efficients: Charisma and contingent reward 78
Table 10 – Correlation: patriarchy and cognitive dissonance 79
Table 11 – Model Summary – Gender as predictor of cognitive dissonance and patriarchy 80
Table 12 – Regression analyses of patriarchy and cognitive dissonance 81
Table 13 – Model Summary: management by exception 81
Table 14 – ANOVA – Black male and female senior managers 83
Table 15 – ANOVA – Black male and female junior managers 84

CHAPTER 1: THE FOCUS AND RATIONALE OF THE STUDY

1.1 Introduction

Public Service departments are currently experiencing the negative effects on management systems which result from conflicting relationships between Black female senior managers and their immediate Black male subordinates. In traditionally patriarchal Black cultures, males are probably seen as natural leaders who form the dominant sector of the community. Females are probably acculturated to become subservient to males. A distinct paradigmatic shift occurs when the prerogative to dispense authority shifts to a Black female within the context of the workplace. This probably precipitates cognitive dissonance in Black male subordinates because they are unable to come to terms with receiving instructions from somebody who is supposed to be subservient to them. Consequently, the relationship between both groups is affected negatively with an adverse impact on the prevailing management system. Conflict at the strategic leadership level in any Public Service department will have a negative impact on decision-making, social output and broader social transformation.

Festinger,(1957), cited by Jones and Ince, (2001) defines cognitive dissonance as the desire of an individual to perceive himself/herself as a moral person and the motivation to reduce dissonance to alleviate this threat to the self-concept and self-integrity.

Cognitive dissonance is also defined as the existence of an inconsistency between self-concept and actual behaviour Fointiat, (2004).

Research conducted by Khoza, (2000) and used by Booysen, (2001) defines Afro-centrism in management as a management culture that is characterized by an African humanism that focuses on people and provides guidelines for leadership style and management practice. The central principle of Afro-centrism is Ubuntu, which means "I am because we are". Group support, commitment, acceptance, mutual respect, co-operation, consensus, caring and sharing and solidarity characterize Ubuntu. It encourages collective achievement through the group and followers are encouraged to sacrifice personal goals for the achievement of group goals. Euro-centrism in management is defined as a management culture that manifests itself primarily by decision-making which is informed by power relations

rather than consensus. It encourages and fosters adversarial rather than consensual relationships between managers and their subordinates, as well as all other role players involved in interactions with a company that adheres to this type of management culture.

Research conducted by Burns, (1978) and quoted by Pollitt, (2005) defines transforming leadership as "that which occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. Transforming leadership ultimately becomes moral in that it raises the level of human conduct and ethical aspirations of both the leaders and led and thus has a transforming effect on both" Pollitt: 36, (2005)

A key assumption of this study is that Black females are positively disposed towards using transformational leadership. Authority directed towards Black male managers by Black female senior managers in the context of their roles as leaders in the Public Service often adopts a transformational stance. Women are arguably naturally disposed towards a nurturing and protective role. These qualities support the use of techniques such as individualized attention, which is directly associated with transformational leadership techniques. The researcher sought to prove the proposition that African Black females are positively disposed towards the use of transformational leadership techniques.

Other key assumptions of this study are first, that the presence of cognitive dissonance in Black males negatively affects prevailing management systems, and second, that because Black males emanate from a predominantly patriarchal society, cognitive dissonance is probably experienced by Black male subordinates when they experience authority directed towards them by African Black females.

Correlation between patriarchy and cognitive dissonance will probably be established if a sufficient level of association is established between the two variables being considered. The assumed cause, in this case patriarchy, is probably already present within the confines of African Black culture. Patriarchy is the independent variable and cognitive dissonance is the dependent variable. The assumed effect is cognitive dissonance. The assumed cause occurs before the assumed effect. A lack of viable

alternative causal variables has been identified. A theoretical basis exists for the relationship.

Gender *per se* is not a determinant of leadership style. The value systems that leaders adopt provide direction regarding the eventual leadership style they use; for example, a male may adopt a transformational leadership style because his value system approves of adopting qualities associated with this type of leadership style.

Conversely, when women are challenged to establish themselves as recognized leaders, they adopt qualities that are primarily associated with a masculine style of leadership, i.e. results driven with little or no consideration for factors supporting or negating these results.

The literature also provides support for the contention that there are distinct gender differences in approaches to leadership challenges. Women clearly prefer a holistic approach, which recognizes the role of intervening variables and the extent to which they either negate or support final outputs.

The context within which the researcher conducted his research was the National Department of Water Affairs and Forestry. Questionnaires were administered to both Black female and male senior managers as well as Black male and female subordinates with a view to determining whether the power dynamics between them and their sub-ordinates triggers cognitive dissonance among their subordinates because of their patriarchal socialization. The findings from this investigative study will be extrapolated to the broader Public Service with a view to formulating interventions to counteract inconsistencies in management systems that probably result from the prevalence of cognitive dissonance.

The primary purpose of this study was to determine whether authority directed towards Black male subordinates in the Department of Water Affairs and Forestry by Black female senior managers exacerbates possible cognitive dissonance experienced by Black males as a result of the dominant patriarchy that the majority of Black males emanate from. In addition, the investigation also sought to determine whether this action negatively affects the functionality of management systems within

the department and whether interventions could be introduced to counteract its effect.

The main research problem is to determine the extent to which the power dynamics between Black female senior managers and their Black male subordinates triggers cognitive dissonance in their Black male subordinates because of their patriarchal socialization and whether this has a negative impact on the prevailing management system in the department. Another facet of the main research problem was to determine whether Black female senior managers in the department are more transformational as leaders than their Black male counterparts.

A literature review was also conducted on the following theories with a view to determining the extent of their relevance to the problem under investigation: Gender, Gender Differences in leadership, gender theory in the Public Service and patriarchy in Black cultures.

A revised version of the Multi Factor Leadership Questionnaire was distributed to 100 Black staff members in the National Department of Water Affairs and Forestry. The target group consisted of the following components: Black male and female subordinates, as well as Black male and female senior managers. Two gender homogeneous focus groups were held. The first focus group consisted of three Black female senior managers and two Black female junior managers. Four individual interviews were held with Black female senior managers. Triangulation consisting of questionnaires, interviews and focus groups was utilized in a combination of both qualitative and quantitative analyses. The objective of both the questionnaires, interviews and the focus groups was to obtain a holistic perspective of the factors that impact on the dynamics between Black male junior managers and their Black female senior managers.

This study is investigative because the writer sought to identify and explain the variables that precipitate cognitive dissonance in either Black male subordinates or Black female subordinates. The writer also sought to explain whether the authority experienced by Black male subordinates or Black female sub-ordinates triggers cognitive dissonance in either of these two categories.

The population comprises 100 employees from the National Department of Water Affairs and Forestry, (DWAF). A questionnaire designed specifically for completion by subordinates together with the MFLQ5X was administered to all subordinates in the population. A similar questionnaire designed specifically for completion by senior managers together with the MFLQ5X was also administered to all senior managers in the population. Qualitative feedback was obtained from interviews and focus groups. In this study the writer set out to confirm reports of pervasive problems within prevailing management systems at DWAF. An investigation was conducted to determine whether conflicting relationships exist between Black female senior managers and their immediate Black male subordinates and the possible negative effects on prevailing management systems within the department. The quality and frequency of action plans emanating from strategic decision-making processes may be compromised if possible negative effects are not investigated with a view to developing interventions. An investigation was therefore conducted to determine the individual factors that could contribute to this possibly adversarial relationship, with a view to providing a resolution and consequently improving the quality of prevailing management systems in the department.

1.2 Purpose of this research

The primary purpose of this research was to determine whether authority directed towards Black male subordinates by Black female senior managers triggers cognitive dissonance as experienced by African Black males, because of the predominantly patriarchal culture that most of them probably come from. An investigation was also conducted to determine whether patriarchy influences the behaviour of African Black males and African Black females. This investigation was also extended to accommodate cognitive dissonance. The writer also sought to confirm and subsequently explain the presence and effects of cognitive dissonance and patriarchy amongst African Black males with a view to determining whether these factors have a negative effect on the prevailing management systems within the department. The above-mentioned investigation was conducted via questionnaires that were administered to both Black male and female senior managers and their immediate Black male and female subordinates. Interviews were held with Black female senior managers only.

The investigation sought to establish the extent to which the element of patriarchy positively or negatively affects leadership at DWAF. The extent to which the element of cognitive dissonance is present in Black male subordinates was also measured. The writer sought to determine whether cognitive dissonance is triggered by the power dynamics between African Black female senior managers and their African Black male subordinates because of the predominantly patriarchal culture that most African Black males probably come from.

Other elements that were measured include the extent to which transformational leadership character traits are present in both African Black male and female senior managers. The power dynamics between African Black male and female senior managers and their black male and female subordinates was also examined. The results from this study were used to obtain an indication of the extent to which the functionality of management systems within the Department of Water Affairs and Forestry were negatively affected. The writer sought to establish whether African Black female senior managers are more transformational than their African Black male colleagues. This was informed by the contention that African Black female leaders are imbued with character traits that positively dispose them towards Afro-centric leadership styles.

The secondary purpose of this research investigation was to establish support for the contention that African Black female senior managers are positively disposed towards using transformational leadership and that their retention in current leadership positions in South Africa augurs well for future development. The retention of African Black female leaders also provides a basis for the introduction of interventions that augments the relationship between them and their immediate African Black male subordinates, thus ensuring a reversal of the probable negative effects on the functionality of management systems. In addition, the writer also investigated whether Black females are positively disposed towards using transformational leadership techniques. The writer also investigated possible differences in the levels of transformational leadership that exist between Black male senior managers and Black female senior managers. The extent to which Black males experience cognitive dissonance as a result of the direction of authority towards them was also investigated.

The key point of departure for the investigation was the outcome of an analysis of the power dynamics between Black female senior managers and their immediate Black male subordinates in the National Department of Water Affairs and Forestry. The writer also determined whether cognitive dissonance, as experienced by African Black males, has a negative impact on the functionality of the management systems that prevail within the department. The writer attempted to extend and confirm selected aspects of Booysen's research (conducted in 1999), as an extension of the international GLOBE study, which investigated gender differences, amongst other character traits that could positively influence the adoption of transformational leadership by Black females.

1.3 Statement of the research problems and sub-problems

Main research problems: a) does the power dynamic between Black female senior managers and their African Black male subordinates trigger cognitive dissonance because of the patriarchal socialization that African Black males experience?

b) Is there a dysfunctionality of prevailing management systems within the National Department of Water Affairs and Forestry as a result of the dynamics between Black female senior managers and their Black male subordinates?

c) Are Black female senior managers in the Department of Water Affairs and Forestry more transformational as leaders than their Black male colleagues?

Sub-problem One: To measure the level of qualities which positively dispose Black females towards transformational leadership.

Sub-problem Two: To investigate the levels of patriarchy in both the Black male and Black female groups.

Sub-problem Three: To investigate the levels of cognitive dissonance in both the Black male and Black female groups of subordinates.

Sub-problem Four: To investigate whether patriarchy is the basis from which cognitive dissonance emanates when Black males experience authority directed towards them by Black females.

Sub-problem Five: To investigate whether Black females are more transformational than Black males.

Sub-problem Six: To determine whether differences in leadership style are directly associated and attributable to gender.

In order to provide quantitative support to prove the answers to the above sub-problems, the researcher also sought to prove the following hypotheses:
H1 = the power dynamics between Black female senior managers and their immediate Black male sub-ordinates triggers cognitive dissonance amongst African Black male sub-ordinates because of their patriarchal cultures of origin.

H2 = African Black female senior managers are more transformational as leaders than their African Black male colleagues.

If the primary hypothesis is confirmed, the writer will attempt to establish a correlation between patriarchy and cognitive dissonance and its apparently negative impact on the prevailing management systems within the department. SPSS was used to calculate multiple regression and ANOVA. In addition, SPSS was also used to establish such a correlation in respect of both these variables, i.e. cognitive dissonance and patriarchy. The writer attempted to confirm that the patriarchal socialization that most African Black male subordinates within the department probably experience during their development, triggers cognitive dissonance when the subordinates experience authority from Black female senior managers.

1.4 Delimitation of the study

The scope of the study was confined to all Black male and female senior managers and their immediate Black male and female subordinates within DWAF. Black Male Junior Managers total 32. Black female junior managers equal 25. Black Male Senior Managers total 37and Black Female Senior Managers equal 6. (See Table 1).

The rationale informing the study and choice of target group was the key assumption that patriarchal socialization processes experienced by African Black males precipitate cognitive dissonance when these males experience authority from African Black female senior managers. The subsequent effect is ineffective management

systems within the department. The study focused on the dynamics within relationships between African Black female senior managers, their immediate African Black male subordinates and the extent to which intervening variables negatively affect the functionality of prevailing management systems within the department.

1.5 Importance of the study

The writer sought to prove that the dynamics between Black female senior managers and their immediate Black male subordinates triggers cognitive dissonance because of the patriarchal socialization processes that the majority of Black males probably experience. This imbalance probably negatively affects the functionality of prevailing management systems within the department. The interventions that are suggested to counteract the possible negative affect on management systems within the department could be extrapolated to other departments within the Public Service with a view to facilitating development of more stable organizational cultures within the Public Service by eliminating some of the negativity currently experienced by African Black males in power relationships that are controlled by African Black females. This will in turn be conducive to accelerating the drive towards attaining both organizational mission and vision. The main contribution of this study is to show why the application of transformational leadership principles by African Black female senior managers within the Public Service will significantly enhance self-worth, self-esteem (a significant quality in African Black males), and promote consistency between African Black males' self concept and in the perception of their leaders, thus improving the quality of interaction and the levels of functionality in prevailing management systems.

In the event that the primary hypothesis is proved the results from this investigation will be extrapolated to the rest of the Public Service in a separate study because the phenomenon investigated has broad applicability to the rest of the Public Service in South Africa. This will facilitate the development of appropriate interventions. A positive indication of the presence of key data elements like patriarchy, cognitive dissonance and the positive disposition of Black females towards the effective utilization of transformational leadership styles will inform the construction of interventions that will be used in the rest of the Public Service.

Ultimately, the writer sought to ensure a harmonious working environment within the Public Service by suggesting improvements that will augment the functionality of prevailing management systems within DWAF and possibly in other Public Service departments as well.

The implementation of transformational leadership techniques could enhance the functionality of prevailing management systems within DWAF. A review on issues relating to transformational leadership follows.

CHAPTER 2 – A REVIEW OF ISSUES RELATING TO TRANSFORMATIONAL LEADERSHIP

2.1 Introduction

In this chapter the writer discusses the various issues pertaining to transformational leadership including but not limited to the qualities of transformational leaders and the applicability of leadership styles.

2.1.1 Servant leadership

Servant leadership and transformational leadership are complementary paradigms. Ubuntu, literally translated means, "I am because we are". "Servant leadership is a belief that organizational goals will be achieved on a long-term basis only by first facilitating the growth, development and general well-being of the individuals who comprise the organization" (Stone et al., 2004:352).

It appears, therefore, that an inter-relationship exists between the principle of individualized consideration (as espoused by transformational leadership), Ubuntu, (which emphasizes the role of the individual as part of a collective) and servant leadership (which advocates the development of human capital as a precursor to eventual organizational success). The concepts of transformational leadership and servant leadership are similar in their emphasis upon individualized consideration and the appreciation of followers. However, transformational leaders focus on the organization, while servant leaders focus on the development of followers. These leadership styles complement each other. The extent to which a leader is able to shift the primary focus of his/her leadership from the organization to the follower is the distinguishing factor in classifying leaders as either transformational or servant leaders Stone et al, (2004).

2.1.2 A leadership style suited to Africa – Transformational leadership

Avolio, (1995) is quoted by (Booysen, 2001:54) as saying that "transformational leaders work to create a climate and culture where each individual and the group can achieve their full potential. In doing so transformational leaders can facilitate the Africanization of South African organizations."

The high power distance scores for Blacks provide support for the contention that inequality between superiors and subordinates in these cultures is considered

normal. However, it appears that the attributes of African Black females when used in conjunction with transformational leadership techniques like individualized consideration can bridge the inequality between African Black females and males, particularly within the context of leader-subordinate interaction Booysen, (2001).

Research conducted by Bass, Waldman and Avolio, (1987) has confirmed that transformational leadership exercised at a higher level was more likely to recur at a lower level subsequently because leadership techniques communicated to higher level leaders are cascaded to lower level leaders who apply them because the style of leadership appeals to them. This supports the argument for implementing transformational leadership at a strategic level. African Black female senior managers in the Public Service will be in an ideal position to apply the principles of transformational leadership with the intention of cascading the effect down towards the operational levels of management. Booysen, (2001) has indicated that African Black females possess qualities which are conducive to the development of charisma, an essential prerequisite for the successful application of transformational leadership techniques. It appears that African Black females, within the South African context, would be ideally suited to utilizing charismatic leadership principles in conjunction with transformational leadership techniques.

Masi & Cooke, (2000) quote research conducted by both Conger and Kanungo, (1999) and House and Shamir, (1999) which confirms that the application of charismatic leadership principles (which are intrinsically linked to transformational leadership) have the effect of arousing follower motivation, which results in increased commitment to the vision and mission as articulated by the leader.

One of the most important attributes of transformational leadership is that it encourages followers to adopt and assimilate basic tenets of the organization's vision. This empowers followers who are encouraged to pursue actions in support of the achievement of the vision in ways which they know will be highly valued by all those who share the vision. This "pull" effect of the application of the principles of transformational leadership energizes followers and encourages group cohesiveness and commitment to a common vision. The influence generated by the application of transformational leadership principles enhances the intrinsic value of goal

accomplishment, while simultaneously enhancing self-efficacy amongst followers Masi & Cooke, (2000).

The purpose of the research conducted by Masi and Cooke, (2000) was to investigate transformational leadership in terms of its association with empowerment, motivation, productivity and other relevant constructs. They also compared the attributes of transactional leadership to transformational leadership. The correlation between transactional leadership and empowering norms is zero. This is inconsistent with their proposal that transactional leadership is negatively correlated with empowering norms. A conclusive link between leadership styles and empowering norms was not established. However, a relationship between empowering norms, commitment to quality and motivation was established. A critical finding of Masi and Cooke's (2000) study was that transformational leaders engender empowerment, commitment and motivation in followers, while transactional leaders suppress subordinate's commitment to quality and productivity. A significant limitation of their study was that it was conducted amongst a sample of middle managers within the context of a military setting. Transformational leadership is clearly most optimally applicable at the strategic decision-making level. The context within which the research was conducted was not appropriate, because it did not provide an environment that was conducive to confirming their proposition. Generalization and the use of self-report questionnaires were further limitations of Masi and Cooke's research Masi & Cooke, (2000).

Alban-Metcalfe and Alimo-Metcalfe (2001) conducted research to investigate the nature of transformational leadership in two large parts of the United Kingdom public sector. A sample of 1464 was taken from four levels of management. The diversity of the sample in respect of both gender and managerial levels provided a basis for a rich range of constructs. Earlier research had confirmed that women are more likely than men to construe leadership in a transformational way Alimo-Metcalfe, (1995). The greatest area of similarity between the questionnaire developed by Alimo-Metcalfe and Alban-Metcalfe, (2001) (the Transformational Leadership Questionnaire) and the Multi Factor Leadership Questionnaire (MFLQ5X) used in the current study is the categories of individualized consideration and genuine concern. The essential difference between the United States model and the United Kingdom model is that the United States model is primarily concerned with the leader's role

model status, whilst the United Kingdom model is concerned with the leader's role in empowering, valuing, supporting and developing followers Alban-Metcalfe and Alimo-Metcalfe, (2001).

Alimo-Metcalfe and Alban-Metcalfe, (2001) concluded that leadership is primarily a social influence process in which identification with the followers' aspirations by the leader on the one hand and empathy with the follower on the other are the primary components of transformational leadership. The limitation of their study was that it was confined primarily to two large sectors of the public service in the United Kingdom. Other sectors of the public service were not consulted. In addition, the number of female managers at senior managerial levels in the final sample was limited Alban-Metcalfe and Alimo-Metcalfe, (2001).

Research conducted by Avolio and Bass, (1991) as cited by Bass, (1994) found that the full range of leadership is measured by the MFLQ. It indicates that all leaders possess a certain degree of both transactional and transformational leadership attributes. In each leader certain elements of one aspect of leadership are more pronounced as opposed to the other. Leaders who are more supportive of and effective with their followers tend to be more transformational and less transactional.

Transformational leaders successfully, albeit imperceptibly, acculturate individual followers and consequently achieve a transformation of the organizational culture. Individualized consideration is therefore a key attribute of a successful transformational leader. The stabilizing of challenging objectives whilst simultaneously empowering followers to achieve is necessary for the intellectual stimulation of followers. This results in attitudinal transformation, an essential prerequisite for any lasting transformation of the organizational culture. The application of the principle of individualized consideration results in followers viewing the organization as a value Bass, (1994).

Research by Shamir, (1998) cited by Torpman, (2004) found that leaders' emphasis of collective identity is related to subordinates' level of identification with the leader. Transformational leadership stimulates identification with both the organization and the leader. Transformational leaders thus succeed in fusing the leader's and

followers purposes resulting in value congruence. Value congruence is an essential component of transformational leadership Torpman, (2004).

2.1.2.1 The qualities of transformational leaders

Key pillars of transformational leadership are empowerment and participation in decision-making procedures. Followers' perceptions of equity and of procedural justice are enhanced when they significantly contribute to decisions that are important to them. A transformational leader must be perceived to be interactionally just in order to garner commitment to super-ordinate goals and elicit extraordinary levels of performance from followers. It is imperative that transformational leaders gradually elicit value congruence from their followers with regard to self-transcendence, empowerment, visionary orientation, openness to change and developmental orientation. Positive outcomes are likely to follow if these objectives are achieved, because this will provide a fertile environment to propagate the teachings of a transformational leader, thereby ensuring continuity Engelbrecht, 2001).

The four pillars of transformational leadership are individualized consideration, inspirational motivation, intellectual stimulation and idealized influence. These four pillars form the key components of the Bass-Avolio Transformational Model. Key indicators of individualized consideration include encouragement, caring for others and a consultative and open approach. Inspirational motivation is characterized by qualities such as organizational vision, communication the ability to challenge workers, offer encouragement and autonomy. Qualities that identify leaders who successfully practise intellectual stimulation include creativity, rationality, and consensus-decision making, coaching, challenging, supporting and adopting an involved approach. Similarly, idealized influence is distinguished by the application of role-modelling, value creation and articulation, providing meaning, creating a sense of purpose, instilling confidence, self-esteem, emotional control, confidence and self-determination in followers. These are essentially prerequisites for the development of self-efficacy in individuals Sarros and Santora, (2001).

Transformational leaders intellectually stimulate their followers by urging them to be innovative, creative and to question assumptions, review challenges from new perspectives and approach old problems in new ways. Transformational leaders use

individualized consideration by rendering personal attention to followers based on their individual needs for achievement and growth. The transformational leader achieves this by mentoring, coaching and developing followers in a supportive climate towards reaching higher levels of their potential Stone, Russell and Patterson, (2004).

A wide range of research has been conducted in this field by various eminent researchers. Their work has included investigations to identify factors associated with transformational leadership such as gender stereotyping, etc. However no link has been established between the character traits identified in African Black females and their relevance to positively disposing this group towards adoption of transformational leadership strategies. The writer has previously indicated that South Africa, with its unique combination of cultures, may probably require a leadership style that amalgamates and takes into cognizance the needs of culturally diverse groups. The South African situation may therefore require a hybrid leadership style which appropriately nurtures the diverse interests of the plethora of cultures that are contained within South African organizations.

Avolio, (1996) has concluded that South Africa's isolation from the rest of the world during the apartheid era has diluted our sense of what is required to propel an organization in the current global mix. New product development is critical to the cultivation and retention of competitive advantage. This requires a type of leadership that is more transformational than transactional. Transformational leaders encourage the cultivation of intellectual capital. According to Avolio, (1996) transformational leadership is the leadership style of choice which is ideally suited within the South African context. The type of leadership required for South Africa must be able to question obsolete assumptions and test assumptions formulated over time with a view to inducing radical change Avolio, (1996).

2.1.2.2 Application of transformational leadership principles: an organizational perspective

The consistent application of transformational leadership principles by African Black female senior managers should also significantly enhance a sense of "meaningfulness" in terms of the way African Black male subordinates perceive their contribution towards service delivery in the Public Service. This could result in

increased commitment to a common mission. In view of the fact that the experience of self-worth and self-efficacy are contingent on goal attainment, the subordinate experiences significant dissonance when people attempt to resist commitment to the vision and mission.

Transformational leadership should be observed at all levels of the organization. Transactional leadership *per se* lacks capacity and is not inclusive with regard to building trust and developing motivation to achieve the full potential of the workforce. In conjunction with individualized consideration, however, transactional leadership may potentially provide a base for the development of higher levels of transformational leadership, with a concomitant positive impact on motivation and performance. The empowerment that the implementation of transformational leadership techniques facilitate result in synergised flattened organizational structures which incorporate varying levels of integration and interdependencies. This includes leadership styles that transcend traditional transactional styles and are more intellectually stimulating, inspirational and charismatic Bass, (1999).

Employees who rate their immediate supervisors high on transformational leadership are more likely to view their culture in positive terms. The people that constitute an organization must be involved in developing a common vision of the future. In conjunction with this, leaders must take cognizance of the fact that the human capital of an organization offers the greatest opportunity for positive growth and sustainable change Block, (2003).

Research conducted by Bass, Avolio and Atwater, (1994) cited by Vandenberghe, (2001) indicates that females are more transformational than males. The personality attributes of females in terms of their nurturing role in society are more closely related to the attributes characteristic of a transformational leader. This accounts for the developmental role played by female leaders that augments mutual identification with common organizational goals. A significant criticism of research conducted by Ross and Offerman, (1996) as cited by Vandenberghe, (2001) is that it did not provide a basis for examining how the personality attributes of transformational leaders differ from those of transactional leaders and how these differences explain subordinates' performance Vandenberghe, (2001).

Behavioural integrity by leaders is an important precursor to the achievement of organizational and economic effectiveness. Hence, the critical need to inculcate the principles of transformational leadership which probably is conducive to goal-oriented actions in terms of achieving both the organizational mission and vision. The inculcation of transformational leadership principles consequently assist in engendering behavioural integrity. This results in the development of trust and commitment, which is essential in terms of ensuring successful change efforts. Leaders must practise word-action congruence as a means of demonstrating behavioural integrity. Behavioural integrity is an antecedent to the development of trust and as such is a necessary ingredient for effective transformational leadership. Congruency between espoused and enacted values is a pivotal challenge of successful change management. Transformational leaders should aspire to attain this objective, despite being confronted with an environment of continuous organizational change Simons, (1999).

As a follow-up to the achievement of word-action congruence, leaders could also encourage group cohesion and positive perceptions of follower self-efficacy. It has been proposed that follower self-efficacy and work group cohesion play an important role in the relationship between transformational leaders and outcomes such as commitment and performance Pillai and Williams, (2004). Bandura, (1997) as cited by (Pillai and Williams, 2004:145) defines self-efficacy as "beliefs in one's capabilities to organize and execute courses of action required in managing prospective situations". The hypothesis that transformational leaders enhance followers' self-efficacy, which results in higher performance and commitment, was confirmed. The hypothesis that transformational leadership influences commitment and perceptions of unit performance directly was also confirmed. This coincides with the results of earlier research conducted by Bass, (1995) cited in Pillai and Williams, (2004).

It is essential that a transformational leader is fully cognizant of the inter-relation of the various constituents of an organizational system in relation to the achievement of organizational synergy and cohesiveness. It is imperative that a transformational leader also understands the concept of "dynamic disequilibrium" within the context of the system, and how systemic organizational or cyclic dysfunctionality acts as a precursor to rejuvenation of organizational culture Ackoff, (1999).

Within the context of the South African Public Service, it is essential that Black female senior managers induce receptivity for change processes by utilizing influence elicited via individualized consideration. The empathetic approach adopted by women tends to promote the use of individualized consideration as a technique to engender both change and transformation in an organization. The key deliverable for these managers would then be to draw parallels between the application of transformational leadership principles and the extent to which the organization is receptive to change. It follows that there is an intrinsic link between the qualities required to execute both change management and transformational leadership successfully Ackoff, (1999).

2.1.2.3 The dynamics of transformational leadership

The transformational leader's intent is altruistic. The leader therefore shows elements of servant leadership because he/she leads because he/she wants to serve others. Transformational leadership is directed more by self-transcendence than self-enhancement and as such is closely aligned with the last stage of Maslow's needs hierarchy, which posits the need for self-actualization. This last stage of Maslow's needs hierarchy is associated with total satisfaction of the self-concept so that individuals are able to devote their energies to higher order humanitarian tasks which benefit mankind as a whole. By utilizing intellectual stimulation, transformational leaders support creative and innovative problem-solving, question the *status quo* and provide a unique perspective to analyse current or impending challenges. Research conducted by Eisenbach, Watson & Pillai, (1999) has confirmed that change does not result from pushes or pressure to amend the *status quo*, but instead results from being pulled or attracted towards various possibilities. A transformational leader must therefore ensure that the necessary conditions are created to encourage attraction towards the attainment of a common vision and mission. He/she must ensure that followers are sufficiently motivated and empowered to assume ownership of the vision and mission and achieve it. This would subsequently ensure sustainable change. Transformational leaders are also tasked with the institutionalization of change. Creating the conditions for continual empowerment also ensures high levels of self-efficacy. This results in highly motivated employees who believe that they have the potential to attain challenging objectives. Successful change managers provide clear responsibility and priorities with ample room for improvisation and flexibility. This creates an environment that is conducive to intensive communication

in a structure of a few specific rules e.g. an organization with a flat structure Eisenbach et al, (1999).

Eisenbach et al, (1999) propose that organizations would be more receptive to transformational leadership when adaptation as opposed to efficiency is the goal. "Transformational leaders invoke change by creating an attractive vision and inspiring followers to achieve that vision as opposed to creating dissatisfaction with the *status quo*. Coaching and mentoring are key attributes of transformational leaders, who via, application of individualized consideration engender large-scale transformation by actively pursuing the establishment of self-managed work teams" (Eisenbach et al, 1999:85).

2.1.2.4 The applicability of transformational leadership in the South African context

South Africa has a unique cultural community and plethora of diversified value systems; it is an environment that defies routine assumptions. It is not a conventional environment with one or two independent variables that initiate change. The literature supports the contention that the application of transformational leadership principles is well suited to a non-routine environment Eisenbach et al, (1999).

Research by Pawar & Eastman, (1997) as cited by Eisenbach et al, (1999) has confirmed that South African organizations require adaptation prior to pursuing efficiency with a view to enhancing productivity. Organizational transformation will benefit immeasurably if more women could be trained as managers. Women are more likely to utilize transformational leadership as opposed to men. This factor is of significance and crucially important to the achievement of organizational success in the current millennium.

The collective solidarity espoused by the philosophy of Ubuntu should find expression in South African organizations in order to ensure that they are internationally competitive. Self-managed teamwork is an integral aspect of any organization's working procedure. Success achieved via teamwork has proved to be an important vehicle for the achievement of organizational success Khoza, (1994).

The conventional Western approach to management does not identify with teamwork as a vehicle for organizational success because individual achievements are

encouraged and given precedence. As long as people who pursue individual goals, as opposed to collective group goals, are incentivized, people will continue to aspire toward individual achievement. This is an inherent principle of Western management styles that may inadvertently prove to be an impediment to organizational success. Women managers could further enhance change efforts by providing praise and recognition to fellow employees Eisenbach et al. (1999).

The current organizational climate in South African organizations can best be described as turbulent, and as tending to dynamic disequilibrium. This provides an ideal environment for the implementation of transformational leadership because this type of leader thrives in climates that are receptive to change and is amenable to innovative suggestions for continual improvement. Stable, structured and orderly organizational climates will not be conducive to the risk propensity associated with transformational leadership.

Transformational leaders need to be aware of the advantages of planned change as opposed to reactive change because it affords leaders an opportunity to decide to what extent and frequency to expose their organizations to change forces. However, the rate of change currently being experienced in South African organizations both internally and externally does not afford this opportunity to leaders. South African leaders need to re-interpret the past while visualizing the future with a view to contextualizing events that intrinsically affect the evolution of organizational cultures. In this way leaders will be able to create a climate to accommodate continual change and induce organizational capacity for flexibility, i.e. "a learning organization", which constantly rejuvenates itself. This will provide an ideal platform for South African organizations to compete effectively in a globalized economy Maritz, (2000).

It is imperative that South African leaders understand the dynamics pertaining to two critical challenges as they attempt to address transformation and change management issues, i.e. the depth, gravity and frequency of workforce demographics and the culturally diverse climate in which these factors interact with each other Maritz, (2000).

"Two management issues considered imperative for South African managers to address is the need to take cognizance of the rapidly changing cultural diversity

needs of workers in conjunction with the rapidly changing cultural constitution of the work-force. Factoring these leadership issues into transformational and change management processes will help managers in becoming more effective" (Booysen & Beaty, 1997:9).

The scale of change currently being experienced in South Africa presents an ideal and fertile environment for leaders who within the context of crisis-ridden conditions are able to break with tradition, formulate innovative solutions and display risk propensity with a view to institutionalizing new orders. A distinct need exists for transformational leadership in South Africa. However, innumerable delays in terms of the implementation of transformational leadership principles are being experienced due to bureaucratic inertia, the fear of loss of control and a fear of the unknown. Two key aspects of transformational leadership that require urgent implementation in the South African scenario are effective diagnostics and 360 degree developmental tools that enable leaders to form a holistic understanding of themselves and their followers. Secondly, leadership development should adopt an integrated approach that is multi-dimensional in nature. The leader, the organization and the individual should be sensitized to accepting change. Development directed only at the individual level is not sustainable and needs to form part of a larger change initiative. Resistance encountered from individuals who are primarily afraid of change should be counteracted by sensitizing these individuals to the crucial need for change in order to prepare organizations for adopting competitive postures in a globalized economy whilst simultaneously preventing "organizational atrophy". Organizations will ultimately become non-productive and dysfunctional if they do not adequately prepare themselves for the impending challenges and demands of a globalized economy Maritz, (2000).

2.1.2.5 Transformational leadership: the South African context

Women are more inclined to motivate employees within a team context than males. The correct combination of managerial teams with respect to gender will ensure that both task oriented individuals and people oriented managers are included in a vehicle tasked with ensuring organizational success. Women are ideally suited to the nurturing and developmental posture adopted by transformational leaders in their quest to develop individuals to their full potential because of their naturally designated role as care-givers to newborn children Erasmus, (1998). This posture

facilitates the integration and development of cohesiveness between the previously fragmented categories of South African society. In this way transformational leaders display an underlying core-value of developmental orientation Erasmus, (1998).

South Africa requires transformational leaders who are able to formulate a contextualized vision, i.e. organizationally, and who can subsequently effect a paradigm shift, thus extricating the country from its current quagmire of dysfunctional management systems. However, it is also evident that the country lacks the critical mass necessary to effect a paradigm shift, particularly from the perspective of African Black women in management. Effective implementation of the Employment Equity Act and the fast tracking of management training programmes are needed. The African Black female is ideally positioned to utilize transformational leadership skills to generate more effort, creativity and productivity, thus enabling South Africa to generate and sustain distinctive competences in a globalized economy Bass, (1994).

The broader socio-political transformation in South Africa, since 1991, from a paternalistic to a democratic society, needs to be equated with the dynamics of organizational cultures with a view to contextualizing and stabilizing employee/manager relationships. Transformational leaders need to nurture the development of organizational cultures to ensure their alignment with the external socio-political environment Bass, (1994).

In South Africa, the implementation of transformational leadership techniques is justified by extra-organizational social, economic and political forces that are driving change in business strategy so that businesses can be aligned with new realities. One of these factors is the demographic composition of the employable sector of the population. The others are the implementation of affirmative action policies and other legislative imperatives like the Employment Equity Act. In apartheid South Africa, job reservation allowed businesses to prevent African Blacks from being employed in certain sectors. Currently, however, the average South African is 15 years old and Black. Companies need to ensure, in planning the composition of future workforces, via succession planning, that adequate consideration is taken of the majority of the population, which is comprised of youths who lack the necessary skills and development to compete successfully in a globalized economy. Corporate strategies need to be re-aligned to make provision for this reality with a view to incorporating

this sector of the economically active population into future South African workforces. Populating permanent future workforces with immigrant or expatriate labour is neither economically viable nor cost-effective. Corporations therefore need to weigh the above-mentioned option with a view to realizing revenue effectively, whilst simultaneously minimizing expenditure (White Paper on the Employment Equity Act, 1997).

Other factors that justify incorporation of transformational leadership techniques into existing management paradigms in South Africa are internal forces that are driving change within organizations in South Africa. These include a highly unionized workforce, evolving organizational life cycles and a plethora of culturally diverse latent potential in the form of human capital. The unique situation that South African leaders find themselves in needs a decision as to how much simultaneous internal and external turbulence to expose the workforce to, while retaining some measure of stability and continuity to obtain commitment from the workforce (White Paper on the Employment Equity Act, 1997).

2.1.3 The need for a paradigm shift

South Africa needs transformational leaders that are able to articulate consistently the organizational mission to all role-players via their words, actions and behaviour. In this way these leaders who practise visiposure will ultimately instil a sense of purpose in all employees. Employees must be able to equate their daily activities in terms of its contribution to the achievement of the strategic mission. The relationships established by transformational leaders in terms of individualized consideration should be utilized to gather and disseminate more useful strategic information via the application of participative management principles whilst promoting and disseminating the vision of the organization Avolio, (2000).

An individual's contribution to teamwork is maximized by the application of transformational leadership techniques whilst simultaneous opportunities are created to attain unity through diversity via transformational leadership. This provides support for the contention that the application of transformational leadership principles is intrinsically linked to the philosophy of Ubuntu and its communalistic orientation Avolio, Bass & Jung, (1999).

Researchers throughout the world are emphasizing the need to adopt the transformational leadership paradigm as a means to resolving challenges in a complex and diverse world Alimo-Metcalfe, (1995).

It appears that the Public Service in South Africa is predominantly comprised of a masculine culture. Women appease, negotiate and adopt relational postures but are not rewarded for their contribution, because the predominant culture only values and rewards decisive, competitive and transactional behaviour. Females succumb to "learned helplessness" in order to avoid adopting an adversarial stance. They consequently adopt a conciliatory approach in the male culture. Despite the fact that people within the Public Service are willing to change, as long as the system continues to reward and incentivize transactional as opposed to risk propensity and innovative behaviour, transformation of work processes will not be achieved.

Transformational leaders who are emotionally literate and are empathetic towards the under-confident are adopting the correct approach to invoking change within both the public and private sectors. Unfortunately, change is feared, while adherence to technical solutions in respect of people-oriented problems is often still preferred.

The shift from traditional masculine to feminine culture requires implicit trust in the unknown in order to achieve dynamic interaction. True transformation will only be realized when men and women renegotiate their values to allow the "pull" forces of the modernization process to follow through. Gender balance is a euphemism that replaces the true requirement for transformation, namely, the institution of an androgynous culture that combines best practices from both masculine and feminine cultures to optimize service delivery. Literature has long acknowledged that the Western "command and control" approach to management is equated with a masculine culture, whilst Africanism or an Afro-centric approach to management is equated with a feminine culture. The aggressive approach to management popularized by the Euro-centric or "command and control" style of management should be tempered to include assertiveness. The adoption of a clear value system in combination with the setting of high expectations from followers will augur well for a transformed Public Service in South Africa. The preferred approach towards modernization of administration practices is the adoption of a conciliatory and

constructionist, approach as opposed to the confrontational or adversarial approach preferred by Euro-centrism Maddock, (2002).

Transformational leadership in essence constitutes a link to vital forces that envision an ideal future state so that each member of an organization willingly contributes maximally. Kotter, (1995) refers to transformational leadership as an interactive leadership form. The main reason why transformational leadership is conducive to optimal resource utilization is that it succeeds in creating a culture and climate that facilitates interaction between various diversified groups without marginalizing any of them.

The main reason why transformational leaders are relatively more successful and achievement-oriented than transactional leaders is that they inspire groups to remain aligned and focused on their central objectives, whilst simultaneously motivating individuals to enhance their potential to make a significant contribution to the group effort Kotter, (1995).

A study conducted by Avolio, (1995) on a sample of 181 executives from around the world determined the extent to which leaders utilize specific aspects of transformational leadership in their operational environments. The study by Avolio, (1995) confirmed that individualized consideration is used most often (mean: 3.07), inspirational motivation, (mean: 3.02), intellectual stimulation, (mean: 3.00) and idealized influence (mean: 2.89) Avolio, (1995).

2.1.4 Afro-centric vs. Euro-centric leadership debates

Research conducted by Khoza, (1994) and cited by Booysen, (2001) defines Afro-centrism in management as a management culture that is characterized by an African humanism that focuses on people and provides guidelines for leadership style and management practice. The central principle of Afro-centrism is Ubuntu, which means "I am because we are". Ubuntu or African humanism is the philosophy that informs the construction of Afro-centric management principles. A core element of Ubuntu is the emphasis on collective achievement. Afro-centrism, Ubuntu and transformational leadership form part of a continuum. The survival of South African organizations is dependent upon achieving a fundamental shift from a dominant Western management paradigm to incorporate the values of Afro-centric

management with a view to achieving integration of best practices from both systems. In addition, continual monitoring of the change initiative is required. A systemic and holistic approach towards transformation should be adopted with a view to eliminating organizational practices, structures, systems, procedures, strategies and policies that are not consistently aligned with the achievement of a culture valuing diversity and organizational effectiveness. The successful implementation of the above-mentioned interventions, particularly within the South African situation, will culminate in the creation of an environment that truly values diversity in which Afro centrism and Euro centric values will be valued equally Booysen, (2002).

Khoza, (1994) proposes that the Ubuntu philosophy has significant practical implications for the corporate environment in South Africa. Ubuntu accentuates the principles of supportiveness, co-operation, solidarity and communalism. It therefore advocates a consensual approach to progressively realizing, nurturing and developing resources, as opposed to an adversarial approach to management as proposed by Euro-centrism. Khoza, (1994) therefore proposes an Afro-centric approach to managing the culturally diverse workforce of South Africa whilst taking cognizance of the fact that European leadership principles have and will continue to contribute significantly to economic development. In essence, therefore, what is proposed is an eclectic or hybrid approach within a unique South African organizational culture, whilst ensuring that interaction between the culturally diverse organizational communities is conducive to enhanced productivity. Research conducted by Khoza, (1994) and cited by Booysen, (2001) has shown that the implementation of the principles of Ubuntu, a humanist philosophy, will ensure group support, commitment, acceptance and respect, co-operation and consensus, caring, sharing and solidarity Booysen, (2001).

The implementation of a leadership style that utilizes the principles of Ubuntu as its key point of departure is conducive to the promotion of transformational leadership principles because it encourages teamwork down to grassroots level and encourages followers to sacrifice personal goals for group goals to promote the joint organizational mission. This approach is particularly applicable in the South African situation, which incorporates diverse cultures with a plethora of value systems Khoza, (1994)

The South African Public Service needs to develop inclusive organizations that will augment aspiration towards broader social transformation. African Blacks believe that individuals are a part of the societal fabric and must therefore be actively involved in subordinating themselves to societal needs, thus resulting in inclusive organizations Booysen, (2001).

In research in the field of leadership conducted by Booysen, (2001) indicators such as uncertainty avoidance, humane orientation, performance orientation, gender egalitarianism and power distance were used. The results of her study confirmed an association between African humanism or Ubuntu and transformational leadership Booysen, (2001).

The spirit of Ubuntu is clearly embodied in the practice of transformational leadership. Previous research conducted in the field of African leadership has not sought to establish a link between Black African female leadership, their positive disposition towards transformational leadership and the value added by this to a proposed hybrid leadership style for the tumultuous "cultural melting pot" of South Africa. i.e. a leadership style that incorporates elements of transformational leadership, Afro-centrism and some elements of Euro-centrism regarding the rewarding of targets achieved in the workplace. In the South African scenario, this principle could be adapted to make provision for group incentivization thus aligning itself with collectivism and the principles espoused by Ubuntu. This is particularly applicable to the South African situation where transformation and consequently decision-making is required in fields where no reference framework or precedent exists. The results of Booysen's research provide support for the contention that African Blacks believe in inequality between the sexes and sex-role discrimination, because they scored low on gender egalitarianism. This reinforces the retention of patriarchal attitudes in relationships between men and women. Booysen also found that Black women possess attributes that predispose them positively to effective decision-making in environments where no reference framework exists Booysen, (2001).

The qualities advocated by the principle of Ubuntu, as incorporated in Afro-centrism, namely consensus, caring, sharing, nurturing, collective expression of group sentiments and the prioritization of group goals as opposed to individual goals, are

probably directly aligned with the principles espoused by transformational leadership in view of the fact that African Black females probably possess character traits that complement the effective use of a transformational style of leadership. This contention necessitates the following review of gender issues that is related to transformational leadership.

CHAPTER 3: A REVIEW OF GENDER ISSUES RELATING TO TRANSFORMATIONAL LEADERSHIP

3.1 Introduction

In this chapter the writer discussed the concept of gender in terms of its applicability to leadership styles. Elements such as gender, gender differences in leadership, gender policies in the Public Service, patriarchy in African Black culture were also investigated with a view to determining the extent to which they affect the quality of leadership in South Africa.

The extent to which gender, in particular, the feminine gender, are predisposed towards effective transformational leadership styles was also discussed. The qualities that females possess, e.g. nurturing, effective inter-personal communication etc. support the effective use of transformational leadership styles by women Stanford, Oates and Flores, (1995).

Black women in particular are perceived in the South African scenario in terms of their socialized roles as subservient to Black males. Black males who probably come from predominantly patriarchal backgrounds experience irreconcilable values and role conflict when they encounter authority directed towards them by Black females. This probably triggers cognitive dissonance because of their patriarchal socialization, thus adversely impacting the functionality of management styles. This is the context within which the concept of gender will be discussed.

3.2 Gender Theory

Stanford, Oates and Flores, (1995) found that women fostered employee participation and preferred to use referent power, mutual trust and respect as well as transparency in decision-making. Referent power is derived from personal bases of influence. Research conducted by Antrobus, (2000) confirmed the relevance of gender differences in leadership styles in relation to the quality of the outcomes experienced in specific leadership situations. Distinct gender differences do exist between the leadership styles practised predominantly by females as opposed to those practised by males Stanford, Oates and Flores, (1995).

The results of Stanford, Oates and Flores's study also support the contention that gender-specific character traits promote the adoption of a particular leadership style.

So, for example, a positive disposition towards a humane orientation would be found in the leadership styles that are practised predominantly by females such as Afro-centrism. These gender-specific character traits are also conducive towards the use of transformational leadership techniques.

Hojgaard, (2002) found that men exhibit more agentic attributes like dominance, forcefulness, confidence, competitiveness and assertiveness in terms of their leadership styles than women do. It follows that the leadership styles of men are more transactional than transformational. Men also operate from a reward or expert basis of power and are more directive in terms of their leadership styles. Women are associated with a communal style of leadership, which is closely aligned with the qualities found in transformational leaders such as nurturing, affectionate, helpful, kind, sympathetic or interpersonally sensitive. These qualities are also found in proponents of Afro-centrism. Hence, there appears to be some association between Afro-centrism and transformational leadership Hojgaard, (2002).

Incongruence is also perceived to exist between the alleged roles of women in terms of their gender, as opposed to their role as leaders. Women are perceived to be more submissive and inclined towards followership. This makes it difficult for women to manifest more agentic leadership styles. Female managers appear to prefer a more democratic and participative leadership style as opposed to that chosen by their male colleagues. This tendency may reflect an attitudinal bias against female leaders that arises from the incongruence between "female" gender role and many leadership roles. The perceived lack of legitimacy that female leaders have to encounter makes any clear-cut exercise of power difficult for women, because they encounter resistance to their authority Eagly & Johannesen-Schmidt, (2001).

Women have, in fact been found to be more effective leaders within the context of team-based, consensually driven organizational structures. A perception exists that the leadership style of women is less effective than that of men. This perception is driven by socialization as opposed to fact. However, women and men do seem to differ in terms of their approaches to leadership. The difference in leadership styles is sometimes attributed to the application of predominantly feminine qualities (Appelbaum, Audet & Miller, 2003).

The Commission on Gender Equality (CGE) has been tasked to develop and implement an equitable gender policy as a means of ensuring the broader social transformation of South African society. The policy framework developed by the CGE therefore pre-eminently guides gender policy in the Public Service. It is clear that a basic departure point for the CGE is the adoption of a political perspective on social change which acknowledges gendered imbalances of power in interactions between the sexes in all spheres of society. Such gender imbalances in the power dynamics between the sexes results in polarization and the eventual cultivation of an environment that promotes adverserialism as opposed to consensualism.

The CGE policy framework to ensure and sustain gender equity was informed by the need to address the predominantly patriarchal environment that permeates all levels of the Public Service. Initiatives that informed the formulation of the policy framework include the quota rule that by 2007, 50% of government representatives should be women, a national women's empowerment policy, legislative imperatives such as the Employment Equity Act (which gives preference to employment of women as part of a designated group), the signing of various United Nations conventions on women, the Joint Standing Committee on the Improvement of the Quality of Life and Status of Women, the Convention on the Elimination of Discrimination Against Women (CEDAW) etc. One prerequisite for a productive Public Service is for African Black female leaders to continually question patriarchal privilege and gender-based hierarchies with a view to establishing and sustaining gender equity as a basis for improved productivity. Antrobus, (2000).

The literature on gender issues suggests that leadership is primarily a masculine domain. Societal conventions traditionally exclude women from leadership positions. However, an analysis of the basic point of departure of male and female leadership patterns reveals that female leadership attributes are more conducive to the generation and sustenance of empowerment and commitment because of the interpersonal and influential approach adopted by female leaders as opposed to the primarily transactional approach adopted by male leaders. Gender is therefore an integral factor defining the dynamics between leaders and their followers Hojgaard, (2002).

Although the majority of studies conducted with a view to establishing gender influences on leadership concur that essential differences exist, not in terms of the styles that men and women adopt, but rather in what they perceive to be appropriate, a study by Manning, (2002) found that no essential differences exist between the leadership styles of both men and women. A factor confounding the results and possibly contributing to the final result is that young women who were predominantly accommodated on the lower managerial levels were over-represented in Manning's (2002) sample. They consistently rated themselves significantly lower on transformational leadership than their raters. Other limitations of the study include the extremely small size of the sample and extreme homogeneity although it included the majority of top-management of one large organization. Not all the participants engaged in 360-degree evaluation, while raters were not restricted to any consistent group of supervisors. The largest group of raters did not indicate their position relative to the person being evaluated Manning, (2002).

3.2.1 Gender and Cognitive dissonance

Research conducted by Festinger, (1957), cited by Jones and Ince, (2001) defines cognitive dissonance as the irreconcilability of values experienced as a result of the desire of an individual to perceive himself/herself as a moral person and the motivation to reduce dissonance to alleviate this threat to the self-concept and self-integrity. Cognitive dissonance has also been defined as the existence of an inconsistency between a person's self-concept and his/her actual behaviour Fointiat, (2004). Persons who experience dissonance often initially show resistance when they encounter situations that are contrary to their self-concept. The defence mechanism of denial is then used to suppress their awareness of the conflict with their self-concept in order to support these individual attempts at accepting changes to consistent values and beliefs Kull, Steven, Ebenkamp & Beck, (2004).

Situational pressure can induce inconsistency between ingrained values and actual experience. Compliance with proposed change is then induced. This further reinforces levels of cognitive dissonance present in individuals confronted with this situation. Explicit behavioral change subsequently ensues while implicit attitudinal frames of reference remain unchanged Gabrowski, Bertram, Strack & Fritz, (2004).

The inducement of the proposed changes to the public sector in respect of gender equity probably triggers cognitive dissonance in African Black males when they experience authority imposed on them from African Black females. This situational pressure induces inconsistency with the ingrained values of African Black males who come from predominantly patriarchal communities, because they were socialized to perceive African Black females as subservient to the males in the community. Hence, conflict arises between their values and accepting the authority of African Black females in senior positions. It appears that the majority of Public Service organizations are also patriarchal. This probably compounds the situational pressure that African Black males experience when they encounter authority held by African Black females Gabrowski et al, (2004).

3.2.2 The inter-relationship between Gender, Patriarchy and Cognitive Dissonance

The literature about cognitive dissonance does not necessarily suggest that negativity in terms of interaction between managers and their subordinates is directly associated with the prevalence of this phenomenon. Nor does the literature contend that negated interaction emanating from cognitive dissonance is directly proportional to the extent to which negated interaction manifests itself. Black males who are unable to reconcile their values with authority imposed on them by Black females probably experience cognitive dissonance as a result of their patriarchal socialization.

The writer sought to establish that a patriarchal world view is prevalent amongst the African Black male sector of the research population (see paragraph on cognitive dissonance) and that African Black males probably experience cognitive dissonance due to the patriarchal cultural base that they have grown up in. Patriarchy *per se* does not create cognitive dissonance until these males are put under pressure to accept female authority in the workplace. Moreover, it may well be that the manner in which young black males are socialized result in attributions that contribute to cognitive dissonance as a result of the power dynamics that arise in interaction with African Black females in authority. These interactions may contradict the values that young African Black males have adopted during their socialization process regarding their perceptions of female submissiveness Kull et al, (2004).

3.2.3 Gender differences in leadership styles

Researchers throughout the world are emphasizing the need to adopt the transformational leadership paradigm as a means to resolving challenges in a complex and diverse world. A transformational leadership style is associated with a feminine leadership style in view of the emphasis on intellectual stimulation and the individualized consideration afforded to employees. The characteristics conventionally attributed to women via gender stereotyping are reflective of the above-mentioned qualities Alimo-Metcalfe, (1995).

The writer sought to confirm that African Black female leaders possess personality attributes and character traits that predispose them towards effectively utilizing transformational leadership techniques, in other words to enable them to establish a link between gender and transformational leadership. Research conducted by Rosener, (1995) confirmed that gender differences in leadership style do exist, particularly with regard to women being less hierarchical, more co-operative and collaborative. These are qualities, which are conducive to developing and nurturing subordinates. Other qualities, which are ascribed more strongly to women than to men, include concern for the welfare of others, being affectionate, kind, sympathetic, interpersonally sensitive, nurturing and gentle. The above-mentioned character traits are also aligned to the application of Ubuntu in leadership.

Kabacoff, (1998) cited by Appelbaum, et al, (2003) found that women tend to be more empathetic in that they demonstrate an active concern for people and their needs. This assists in the formation of close, supportive relationships with others and facilitates inter-personal communication. Women are also more highly rated on the clear expression of thoughts, sensitivity, listening skills and the ability to develop effective relationships with peers. This latter quality may assist women leaders in situations where resistance to authority is encountered, particularly when the resistance arises from African Black males as a result of authority directed towards them by African Black females.

Sanford, (1995), cited by Appelbaum et al, (2003) also found that women possess advanced intermediary skills, particularly in the areas of negotiation and conflict resolution.

Research conducted by Buttner, (1997), cited by Appelbaum, et al. (2003) drew the analogy of the wheel with a hub to illustrate the organizational structure of a woman leader at the center and her sub-ordinates connected to her and to each other at the rim. This is indicative of a collaborative team approach that engenders both employee and client empowerment. Women adopting this approach to leadership encourage participative decision-making and are therefore able to extract maximum value from their continual interactions with their sub-ordinates.

The dilemma faced by women leaders is that conformance to culturally generated perceptions of leadership, i.e. a "command and control" leadership style, produces a departure from their gender role. Conformance to their own gender role produces non-compliance with the requirements of a leader role. Consequently it is clearly necessary for women leaders to practise a leadership style that is nurturing, interpersonally sensitive and developmental in nature. This would produce alignment with the culturally conceived perceptions of the in gender role, whilst simultaneously ensuring that their leadership roles are played successfully. The attitudinal bias that results from incongruity with the female gender role culminates in a lack of legitimacy for female leaders. Consequently, women tend to experience resistance to authority that they direct to men in an autocratic manner. Alternatively, engendering consensualism via the application of participative management principles will provide a mechanism to overcome resistance, win acceptance, gain self-confidence and become effective Eagly, & Johannesen-Schmidt, (2001).

Epstein, (2000) found that both men and women tend to stereotype their behaviour to match culturally engendered views of gender-appropriate behaviour. Women leaders therefore tend towards transformational patterns of leadership using interpersonal skills. A survey that was conducted by Epstein, (2000) included 69 world-class leaders, of whom nine were women. Women scored higher on the transformational factor than men. This provides further evidence that women possess qualities that dispose them more positively towards adopting a transformational leadership style.

Criticism levelled against the study conducted by Epstein included the fact that it was a self-selected sample and that two thirds of the sample did not respond. No indication is made regarding the level or industry function of those who responded. The women respondents were asked to name their own comparison group of male

counterparts. Distortion is likely because women chose colleagues who were more accessible than their true hierarchical peers might have been. The results of the study may have been flawed due to this oversight Epstein, (2000).

Davidson and Burke, (1994), cited by Boon, (2003) found that an important impediment to women's ability to ascend to the top of the management structure, particularly in the corporate arena, is the perception that their achievements are attributed to luck and external factors, whilst men's achievements are attributed to skill and ability. This perception limits women's advancement and perpetuates biases. The authority attached to decisions made by women is viewed as limited. Women are also discriminated against within the context of decision-making posts. It appears that a paradigm shift is necessary to eradicate the perception that women are less effective leaders than men. This perception has been precipitated by gender-stereotyping. The attitudinal shift that should be effected will then help gradually eliminate cultural biases against women's effectiveness as leaders. Boon, (2003).

Helgesen, (1990) cited by Boon, (2003) has determined that the plethora of talents, experiences, attitudes and insight that women possess are precisely the leadership capabilities required to play a vital role in initiating transformational change in organizations and communities. It appears that the qualities women possess assist them to ensure that the change that is achieved is sustained. The flatter organizations of the future will also be well-suited to the persuasive and intuitive attributes that women possess, particularly in cases where women possess no formal authority over those through whom they have to achieve Boon, (2003)

The findings of a study by Bass, (1996) to assess the validity of the self-reported leadership styles between male and female accountants concluded that significant gender differences exist between the leadership styles of both males and females, with female accountants reporting that they are more transformational. The results of this study are consistent with three other similar studies that preceded it and were reported by Bass, (1996) in a paper. He stated that female managers are more likely to be rated by their followers as transformational, than their male counterparts were. Females consistently reported their preference for transformational leadership behaviour. Research has confirmed this as the most effective leadership style. Bass,

(1996) also confirmed that the following seven management skills are most highly correlated with a transformational leadership style: viz; communicating, conflict management, coaching and developing, delegating, personal adaptability, time management and problem analysis and decision-making Bass, (1996).

Limitations of the study conducted by Burke & Collins, (2001) include the following; data was collected via self-report. This alludes to the possibility of respondent bias and perception error. Differences are prevalent between self-reported leadership behaviour and actual leadership behaviour as observed by subordinates, superiors and peers. Data was collected by the mail survey method. This presents the probability of non-response bias. The sample was exclusively homogeneous to the accounting profession and can consequently not readily be generalized to other managers. Females from the sample were members of the American Women's' Society for Certified Public Accountants (AWSCPA) while males were members of American Institute for Certified Public Accountants (AICPA). AWSCPA focuses on assisting their members to achieve their full potential. The split in membership of these staff organizations in respect of both male and female employees could potentially create bias regarding gender differences in developmental organizational transformation. The results of the study by Burke and Collins, (2001) study provide conclusive evidence that small but significant leadership style gender differences do exist and, that females are more transformational than men Burke & Collins, (2001).

A paradigm shift from traditional hierarchical models of organization and management towards a feminist or women-centred approach is currently underway. African Black females would consequently be in an ideal position to adopt and subsequently direct the strategic pathways of organizations of the future. Research conducted by Smith and Smits, (1994) as cited by Beaty & Booysen, (1997) indicate that a feminine leadership style is more appropriate and conducive to effecting change and transformation as opposed to autocratic and directive masculine styles of leadership. Ultimately South Africa requires the implementation of a leadership model that synergistically enables people from a plethora of culturally diverse communities to work together while maximizing their collective strengths and eliminating their individual weaknesses Beaty & Booysen, (1997).

A study by Merrick, (2002) has established that both men and women executives, 86% and 77% respectively, believed that men are more uncomfortable whilst working under a female supervisor. Rosen & Jerdee, (1974) cited by Merrick, (2002) found that males are more likely to comply with recommendations made by a same sex supervisor as opposed to ones made by a female supervisor. Some evidence of gender stereotyping was adduced in this study. However, the findings may not be applicable currently, in view of the time lapse since the completion of the study. In addition, attitudes and working conditions have changed since 1974. Merrick, (2002) does not indicate the composition of the sample that was used to attain the above-mentioned results. The composition of samples can influence results, particularly in relation to the gender composition of the sample groups, purely because mindsets and attitudes differ between the sexes Merrick, (2002).

In the event that consensus exists regarding mutual dissimilarity between a manager and a subordinate, managers substantially reduce the frequency with which they exhibit behaviours that enhance their subordinate's self worth and that facilitate the subordinate's ability to achieve work goals. Merrick, (2002) also concluded that gender stereotyping significantly influenced the perceptions of both male and female managers regarding preferences for colleagues in a managerial capacity; in other words both male and female managers preferred same sex colleagues Merrick, (2002).

3.2.4 Gender Typing

Gender typing of the immediate organizational context has no effect on the leadership styles of both masculine and feminine leaders. This implies that neither male nor females adapt their leadership styles to the gender typing of the context. A factor that precipitated the finding of no gender differences in leadership style irrespective of the organizational context is attributed to the lack of self-reports. Self-reports are more stereotypical than behavioural ratings by others Eagly and Johannesen-Schmidt, (2001).

3.2.5 Gender bias

It is apparent that women describe themselves as more feminine in terms of their leadership styles than others perceive their leadership styles to be. A number of misconceptions are responsible for the miscommunication between women and men

in an organizational context, particularly in terms of female superior-male subordinate interaction. Males conceivably make assumptions that are consistently wrong because they are premised on schema that are tainted by gender bias, for example the notion that women are incapable of rational deliberation and allow their emotions to influence decision-making. Males prefer to deal with same-sex colleagues. Misperceptions are responsible for the way in which the leadership styles of females are interpreted Marloes van Engen, Van der Leeden & Willemsen, (2001).

Varma and Stroh, (2001) cited by Singh, (2003) found that the low number of women in upper management could be attributed to gender bias in performance evaluation, because the majority of senior managers both in the Public Service and the private sector are male. Most women employ tactfulness and diplomacy in terms of their interaction with male subordinates, even in respect of issuing instructions, with a view to eliminating the ill effects of gender bias Singh, (2003)

Gender bias in organizations can only be eliminated if senior managers demonstrate commitment to removing this impediment to organizational mobility. A paradigmatic shift in terms of cultural values is required to engender an attitudinal shift that values and is more receptive to female managers. Women need to become more assertive and proactive to eliminate the perception that they are victims. Sustained application of these initiatives will culminate in an appreciation of the potential of female leadership and an appreciation of women's' attributes in terms of engendering development amongst employees Singh, (2003).

Decades of gender bias and patriarchy in South Africa have culminated in the marginalization of women and have prevented them from making a significant contribution to the economy. Commitment at the political level to the elimination of both gender bias and patriarchy needs to be pronounced in terms of the effective implementation of existing policies. The increased representation of women in Parliament will not automatically translate to women's empowerment without a concentrated effort to sensitize the public to the critical need for the above-mentioned initiative Gqubule, (2002)

3.2.6 Gender – the South African context

In South Africa it is apparent that the predominantly paternalistic environment of both public and private sector institutions consistently impedes the upward mobility of female leaders as well as their opportunities to express themselves. The literature supports the writer's contention that African Black females are naturally imbued with qualities that positively dispose them towards using transformational leadership skills. African Black women initially entering the corporate arena in South Africa, which was primarily paternalistic in nature, felt alienated, marginalized and were forced to engage in actions that compromised their cultural identity. Subsequently, these women learnt to draw on their natural interactive and supportive skills to augment their transformational leadership styles. Women leaders are currently succeeding in the corporate arena because of characteristics that were conventionally regarded as feminine and inappropriate in leaders. The leadership style of these women is conducive to consensus building, information sharing and the promotion of inclusiveness. Women's leadership qualities ideally position them to inculcate flexibility into organizational cultures while pro-actively preparing organizations to meet the challenges of a globalized economy Gqubule, (2002).

African Black women in South Africa have been socialized to adopt multiple roles both at home and at work. They are community builders who incorporate inclusiveness and empowerment in their leadership approaches. These are skills that are urgently needed in South African organizations, where multi-skilling is a necessity Gqubule, (2002).

The competitive individualism that is a significant component of transactional leadership styles is being replaced by networking, teamwork, trust, empowerment, motivation and the provision of support. It is clear that women are well equipped to perform these functions effectively, because of their socialized and internalized gender behaviour. The feminine approach to leadership is directly aligned to the democratization of the workplace in South Africa and the world trend towards an empowered workforce in a flatter and more horizontal organization. A synergistic or hybrid model of leadership, comprising key components of both masculine and feminine leadership styles, would probably be ideally suited to the South African situation Gqubule, (2002).

Women possess unique skills that ideally position them to make a significant contribution to corporate leadership in the current millennium, given the daunting challenges South Africa is faced with in terms of globalization and the necessity to ensure sustained economic growth. These include loyalty, nurturing ability and relationship building, communication skills, flexibility, strategizing skills, empathy, leadership, decisiveness and adaptability. Of those mentioned, the most significant skills are leadership, nurturing and relationship building and adaptability. South Africa requires leaders with vision who are able to take cognizance of its developmental requirements within the context of a reconciliatory environment while simultaneously ensuring that organizational cultures are constantly rejuvenated to make provision for diverse interaction between the various role-players Jonkheid, (2004).

3.2.7 Gender and Leadership

Kolb, (1999) as cited by Maddock, (2002) has confirmed that attitude is a stronger predictor of leader emergence than masculinity. Findings suggest that the specific component of attitude toward leadership, more than the overall gender classification of masculinity, is what results in in-group members' viewing individuals as leaders. Traditionally, women have been socialized to adopt subservient roles. This is a significant factor responsible for the eventual erosion of their self-confidence. Self-fulfilling prophecy is also a significant factor responsible for the erosion of women's self-efficacy and self-confidence. This stems from the subservient role that women were traditionally socialized into Maddock, (2002).

The findings indicate that women are partial to adopting a transformational leadership style. The analogy of the wheel clearly illustrates how women incorporate participative management principles and collaborative approaches as key elements of an empowering leadership approach. The inter-connectedness of the spokes of the wheel depicts the collaborative and participative elements of a feminine leadership style. Women often integrate multiple organizational roles and multiple dimensions of their lives such as balancing child rearing activities, home and work responsibilities. This is indicative, by association, of their ability to multi-task by applying individualized consideration without losing sight of strategic organizational vision and mission Landis, (2001).

The product of women's instinctive application of insight and increased sensitivity results in visible flexibility, equitability and legal defensibility. Women are naturally holistic thinkers. This is reinforced by their roles as caretakers, wives and mothers. Their ability to think holistically facilitates their role as transformational leaders because they are able to take cognizance of all the factors that have an impact on a scenario in order to determine an appropriate solution. Women leaders are known to possess strong interpersonal skills, empathetic ability and are strong on building and sustaining relationships. By association, therefore, it follows that women leaders possess high emotional intelligence. Transformational women leaders should be able to empathize with and grow followers. African Black women will be ideal agents for organizational change while simultaneously fostering the assimilation of corporate values within South African organizations Landis, (2001).

Successful women leaders manage by empowering others rather than by restricting themselves to a "command and control" regime of leadership. Empowerment breeds self-efficacy, which in turn motivates employees to take ownership of the organizational mission, develop a sense of purpose and become extremely committed to achieving consensual organizational objectives Wilkinson, (1995).

The research around feminist theory constitutes a fertile base to explore further the interface between transformational leadership and gender. The majority of studies conducted to evaluate gender differences have confirmed that distinct differences exist in the extent to which both women and men leaders apply transformational leadership. Bass, (1996) and Rosener, (1995) as cited by Kark, (2004) concur that women perceive themselves as using more transformational leadership styles than men. The studies conducted with a view to establishing the basis of the relationship between transformational leadership and androgyny stress that transformational leaders employ an androgynous style that combines best practices from both masculine and feminine leadership styles. Transformational leadership requires a gender balance of leadership styles rather than the traditional leadership stereotype of masculinity. The results of the Hackman, (1992) study as cited in Kark, and (2000) and in Kark, (2004) support the contention that transformational leadership correlates strongly with both feminine and masculine gender characteristics.

Billing and Alvesson, (2000) cited by Kark, (2004) have confirmed that the gradual shift in perception of characteristics categorized as feminine provided sufficient impetus to assert the contention that these characteristics are essential for transformational leaders. These findings provide significant evidence that women leaders are more adept at practising transformational leadership styles than men. Furthermore, it will also create a pathway for the entrance of women into senior managerial positions where they will make a significant contribution to achieving strategic objectives Kark, (2004).

3.2.8 Gender and transformational leadership

Bass, (1999) found in a study that women as leaders are more nurturing, caring and sensitive than men and that these characteristics are better aligned with transformational leadership. Africa is currently involved in a process of change. Women in public appointments can therefore utilize their more participative styles of leadership constructively in these new and changing circumstances, enabling others in the organization to respond creatively to change. The use of transformational leadership techniques is particularly suited to situations for which no precedent exists (where no yardstick exists to measure the effects of the change interventions that are implemented). The South African context requires interventions that take into account the complexities of integrating a previously divided society Bass, (1999)

Research conducted by Booysen, 1999 as part of an extension of the GLOBE Study provides support for the contention that African Black females possess qualities that dispose them positively towards using transformational leadership techniques Booysen, (1999).

Women can use a transformational leadership style and per their contacts and power based on their personality, as opposed to authority or positional power, generate self-confidence. In addition, women should also highlight the intrinsic rewards that adherence to the principles espoused by transformational leadership will elicit, because they are more empowering than additional remuneration. It follows, that the use of transformational leadership techniques by African Black female leaders can augment and enhance the interaction between African Black male subordinates and their African Black female managers Pollitt, (2005).

The writer subsequently discusses the research design and methodology used in this study.

CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY

4.1 Introduction

The aim is to investigate the nature of the relationship between Black subordinates and their Black managers with a view to determining whether authority directed by Black managers towards their Black subordinates triggers cognitive dissonance in Black male subordinates because of their patriarchal socialization. Another aim of this study is to determine whether African Black female senior managers at DWAF are more transformational than their African Black male colleagues. The writer also attempted to determine whether gender differences are directly associated and attributable to differences in leadership style.

4.2 Research process

The Bass Avolio Transformational Model was used as a point of departure. The model provides the basis for the questionnaire used in this study. The questionnaire was used in conjunction with the Multi Factor Leadership Questionnaire as a framework for the semi-structured interviews. The model was used to structure the questionnaire used in this study and formed a frame of reference to confirm the distinct prevalence of qualities in African Black females that positively dispose them towards successfully implementing transformational leadership in South Africa. The primary behaviours informing this model are idealized influence (or charismatic influence), inspirational motivation, intellectual stimulation and individualized consideration. Idealized influence is the charismatic element of transformational leadership, where leaders become role models who are admired, respected and emulated by followers. Inspirational motivation occurs when transformational leaders provide meaning and challenges in their followers' work Avolio and Bass, (1999).

The study used triangulation, i.e. a combination of questionnaires, interviews and focus groups. Two gender homogeneous focus group sessions were also held. The first focus group comprised a combination of Black female senior and junior managers and the second focus group comprised Black male senior managers only. The qualitative analyses in this study were directed towards both Black female and male senior managers while the quantitative analyses were directed towards both Black senior managers and their Black junior managers as well.

Four individual interviews with African Black female senior managers were held. Both the interviews and the focus groups constitute the primary measuring instruments used for the qualitative analyses in this study.

The MFLQ5X questionnaire in conjunction with questionnaires designed specifically for completion by Black senior managers and their immediate subordinates comprised the primary measuring instruments used for quantitative analyses in this study. The research environment constitutes a field setting because the entire study was conducted within the Department of Water Affairs and Forestry. Participants were urged to accurately reflect their interpretations of questions administered. The objective is to negate participant's perceptions of deviations from everyday routines. The writer attempted to eliminate possible bias in this manner Cooper and Schindler, (2003).

All interviewees were briefed prior to commencement of the interview regarding the context of this study, the research purpose and objectives, etc. Interviewees were also briefed regarding the contribution of the study to the broader Public Service. All participants interviewed, occupy senior management positions as professionals in technical disciplines within the department.

The interviews were primarily semi-structured and comprised target questions that were designed to elicit data to answer the research questions and the hypotheses in this study. All the interviewees were interviewed at venues outside their workplace, e.g. library, museum and their homes. All the interviews were conducted at settings that were conducive to objectivity in order to maximise and enhance the quality of data elicited from participants. The timing and setting of the interviews in this study were important because participants would not have been at ease during official hours or within the confines of their offices to provide objective insight into the research questions in this study.

All participants in interviews were advised to remain focused and calm with a view to promoting objectivity and candour with regard to their responses. The interviewer provided a written guarantee of confidentiality to all participants. The rationale informing the questions is that Black females possess qualities that positively predispose them towards the successful application of transformational leadership

principles. The questions were designed to determine whether the application of transformational leadership principles enhanced the inter-personal communication and consequently the quality of the relationship between Black female senior managers and their Black male subordinates.

Questionnaires measuring leadership styles and perceptions of leadership were administered to senior managers and junior managers, respectively. Goal specific questionnaires measuring patriarchy and cognitive dissonance were also administered to both senior managers and junior managers.

Participants in both focus groups were provided with written guarantees of confidentiality from the writer. The writer informed both sets of participants at the commencement of each focus group regarding the broad themes of the research. The themes for discussion in each focus group were identical and inter-related, i.e. each group was requested to determine whether senior Black female managers at DWAF were more transformational as leaders than their male colleagues. Other themes discussed included the influence of patriarchal socialization on manager-subordinate interaction, gender differences in leadership styles and qualities of women that favour implementation of transformational leadership.

Both sets of focus group members were requested to determine the following; a) whether the patriarchal socialization that the majority of Black males experience during their development triggers cognitive dissonance when they experience authority from Black female senior managers within the context of their work settings, b) Focus group members were also requested to determine whether the cognitive dissonance triggered as a result of this type of interaction impeded the functionality of management systems within DWAF at the levels of their directorates. c) The third theme that both sets of participants were requested to discuss was whether differences in leadership style could be attributed to gender differences.

The gender homogeneous focus groups used in this study promotes intense discussion, freer interaction and allows respondents the opportunity to participate in a group setting without fear or reservation. The first focus group was held on 2005/09/15 at 18:00 at the conference room in Elardus Park Fire Station.

4.3 Unit of Study

The study was conducted within a national government department, viz; the Department of Water Affairs and Forestry.

The table below illustrates the distribution of the 4 different categories in the population.

Table 1 – Unit of Analysis **n = 100**

Black male junior managers	Black female junior managers	Black male senior managers	Black female senior managers
32	25	37	6

4.4 Population

The population is equal to 100 and consists of all the Black male and female senior and junior managers at DWAF. The study was directed to the population which consists of all Black senior managers and their subordinates at DWAF in South Africa. One hundred employees have been selected. The entire population for the purposes of this study was divided into two groups, viz. Black subordinates and Black senior managers.

4.5 Sample size and sample

The population of African Black female senior managers in the department is six. Four of these managers availed themselves for inclusion in the interviews. These 4 managers consequently constituted the sample for the interviews. The focus group consisted of five respondents in each focus group. Five participants were selected from the population of Black female senior and junior managers at DWAF for inclusion in the 1st focus group. Five participants were also selected from the population of Black male senior managers for inclusion in the 2nd focus group.

The response rate for the questionnaires was 50. This constituted the actual sample for the questionnaire for the purposes of this study.

4.6 Sample frame and sampling

An accurate list of Black male and female senior and junior managers was generated from the Persal human resource data base. This system constituted the sampling

frame for the purposes of this study. Sampling for the purposes of this study did not constitute an independent process because of the small size of the population.

Participants in both focus groups were selected on the basis of their professional competences within technical disciplines at DWAF. All the participants were involved with departmental strategic planning and were tasked to monitor the impact of implementation at operational level in terms of their interaction with the staff complements in various facets of the department. They are consequently familiar with the impact of strategic planning decisions at operational level and are therefore ideally positioned to evaluate the quality of inter- personal relationships within DWAF. The duration of each focus group was 90 minutes.

4.7 The sample for the focus groups and interviews

The sample for both focus groups and the interviews were drawn from the broader Black managerial population at DWAF.

4.7.1 The sample for the interviews

The sample for the interviews was extracted from the ranks of the African Black female senior managers only. Four participants were selected.

The table below illustrates the details of interviewees.

Table 2 - Details of interviewees n = 4

No.	Designation	Gender	Age
1.	Senior Manager	Female	35
2.	Senior Manager	Female	40
3.	Senior Manager	Female	36
4.	Acting General Manager	Female	40

Mean Age of participants = 37.75.

4.7.2 The sample for the 1st focus group

The sample for the 1st focus group comprised 3 Black female senior managers and 2 Black female junior managers because of a distinct lack of African Black female

managers in the Department of Water Affairs and Forestry. The table below lists details of the participants in the 1st focus group.

The table below illustrates the details of participants in the 1st focus group.

Table 3 - Details of Black female senior managers who participated in the first focus group.

n = 5

No.	Gender	Designation	Age
1.	Female	Senior Manager	42
2.	Female	Junior Manager	36
3.	Female	Junior Manager	38
4.	Female	General Manager	31
5.	Female	Senior Manager	31

Mean Age of participants = 35.6.

4.7.3 The sample for the 2nd focus group

The sample for the 2nd focus group consisted of 5 Black male senior managers. Both Black female junior and senior managers total 31 in a population of 100 Black managers at DWAF. (See Table 1 above).

The table below illustrates the details of participants in the 2nd focus group.

Table 4 - Details of the participants in the 2nd focus group.

n = 5

No.	Designation	Gender	Age
1.	Senior Manager	Male	42
2.	General Manager	Male	45
3.	Senior Manager	Male	39
4.	General Manager	Male	38
5.	Senior Manager	Male	44

The mean age of the participants = 41.6.

4.8 The sample for the questionnaire survey

The sample constituted two groups i.e. Black junior managers and Black senior managers. The entire population totalled 100. The questionnaires were directed to the total population. 50 completed questionnaires, which constituted the sample for the questionnaire survey, were received, i.e. a response rate of 50%.

4.9 Measuring instruments – quantitative data

The MFLQ5X and the goal-specific questionnaire constituted the only measuring instruments used in the quantitative data analysis for this study.

4.10 Description and Discussion of MFLQ5X

The Multi Factor Leadership Questionnaire (MFLQ5X), which measures the transformational, transactional and laissez faire types of leadership behaviour was used with a view to determining whether Black female managers are more transformational than their Black male counterparts. The questionnaire was used with a view to providing an opportunity to Black subordinates to evaluate their managers. The revised MFLQ5X compiled by Bass and Avolio, (1999) consisting of 36 behavioural statements and using a five-point Likert rating system (1 = strongly agree; 2 = agree; 3 = neither agree nor disagree; 4 = disagree; 5 = strongly disagree) was used. One of the over-arching goals of the study conducted by Avolio et al, (1999) was to determine whether the MFLQ survey measured the leadership factors it was designed to assess. "A total of 3786 respondents in 14 independent samples, ranging in size from 45 to 549 in US and foreign firms and agencies, completed the latest version of the MFLQ Form 5X, each describing their respective leader.

The writer administered a questionnaire that consists of two parts to all Black managers and their subordinates at the National Department of Water Affairs and Forestry, i.e. the population for the purposes of this study. The first part of the questionnaire consists of the MFLQ5X developed by Bass & Avolio, (1999) and is designed to evaluate the leadership styles of Black managers. The MFLQ5X was administered to Black subordinates with a view to providing an opportunity for subordinates to rate or evaluate their managers. This study used triangulation, i.e. a combination of the questionnaire, focus groups and interviews. The hypotheses in this study were tested quantitatively and qualitatively and inferences regarding the population's characteristics were made from the sample's characteristics. Other

variables that the writer measured include cognitive dissonance, patriarchy, and transformational leadership and gender differences in leadership. The variable, transformational leadership was measured qualitatively within the interviews and homogeneous focus groups consisting of Black female senior managers and quantitatively via the MFLQ5X questionnaire. A similar questionnaire was also administered to subordinates to determine their perceptions of their leaders.

Research by Lievens, Pascal, Van Geit, & Coetsier, (1997) has revealed the following: Possible bias that may arise as a result of the administration of a leadership questionnaire which is essentially an extract of the MFLQ5X. These may arise because the four transformational leadership scales, namely charisma, inspiration, individualized consideration and intellectual stimulation, appear to be highly inter-correlated and clustered into one factor. The MFLQ5X is therefore only able to measure a global transformational leadership dimension. It does not discriminate between the four sub-dimensions of transformational leadership. A possible halo effect has been noted in terms of the close inter-correlation between sub-dimensions. This emanated from the tendency of the measures achieved to reflect real leadership patterns and the fact that followers' accurate rating of leaders is associated with those leaders' homogeneous performance across all four sub-dimensions. It is also probable that the various sub-dimensions are so closely related to each other that any attempt to discriminate between their unique effects is nullified. The researchers also posit that administration of the MFLQ5X in a multi-rater environment produces significant results because a comparison of various perspectives of uniform criteria is achieved simultaneously. An important contributory factor to organizational effectiveness is the use of a more transformational leadership style by women in conjunction with contingent reward and a lesser use of passive management by exception (Lievens, et al, 1997).

Essential response bias has been detected in the MFLQ5X. Transformational behaviours are so highly inter-correlated that differentiation is not easily effected. Another limitation is that the MFLQ5X measures leadership behaviour without assessing the extent to which underlying factors influence the effectiveness of the behaviour. One of the business leaders interviewed in the study conducted by Avolio, (1995) indicated that it was absolutely imperative for leaders to understand what motivates their people. Every role-player in the organization must be absolutely clear

regarding what the business is trying to achieve as well as what his/her role and contribution to achieving success in the business is. This realization allows individual employees to determine and evaluate the extent to which their daily activities lend value to the overall achievement of organizational objectives. Employees are not effectively empowered without appropriately equipping them with the necessary tools to effect decision-making Avolio, (1995).

The quantitative analyses in this study consisted of the administration of MFLQ5X questionnaires to both Black junior managers and Black senior managers. Goal-specific questionnaires that were designed specifically for the completion of junior managers were administered together with the MFLQ5X to junior managers only. Goal-specific questionnaires that were designed specifically for completion by senior managers were administered in conjunction with the MFLQ5X to senior managers only.

4.11 Validity and reliability

The following process was undertaken by the researchers with a view to ascertaining both the reliability and validity of the MFLQ5X. Based on prior literature, nine models representing different factor structures were compared to determine the best fit for the MFLQ survey. The models were tested in an original set of nine samples, and then in a second replication set comprised of five samples. Results indicated that the factor structure for the MFLQ survey was best represented by six lower order factors and three correlated higher order factors." Avolio et al: 441, (1999). "The six factor model did not produce an adequate fit because of high inter-correlations among the transformational leadership factors and correlations with contingent reward leadership." Avolio et al: 448, (1999). To improve the psychometric properties of the instrument, without altering the base six-factor model, the Modification Indices (MI) provided by LISREL were utilized to trim individual items contained in each scale. The reduction in the number of items per scale also reduced the number of parameters that needed to be estimated by LISREL." Avolio et al: 449, (1999). Despite the existence of legitimate concerns regarding the use of MI for post hoc model alterations the researchers believe that its use in this context was justified because the original six-factor model was not modified. The researchers succeeded in eliminating items that were too highly correlated across similar components of higher order factors, e.g. transformational leadership Avolio et al, (1999). In view of

this the researchers confirmed that the MFLQ5X was valid and reliable. The questionnaire is listed in Appendix A.

4.12 Goal-specific questionnaire

A goal-specific questionnaire was designed for both Black senior and junior managers. The questionnaire was designed by the writer with a view to determining the extent to which the element of patriarchy in both Black male and female junior managers precipitated cognitive dissonance primarily during the interaction between Black junior and senior managers. The goal specific questionnaire was administered electronically to both Black male and female senior and junior managers. The questionnaire contained two domains, viz; patriarchy and cognitive dissonance.

4.13 Advantages and disadvantages of Questionnaires

The advantage of using this type of questionnaire is that it is capable of making a fairly clear distinction regarding the type of leadership style employed. In addition, reliability co-efficients for the MFLQ5X leadership scales range from 0.74 to 0.91. Bass and Avolio initially compiled the questionnaire in 1995. It was subsequently revised in 1999 Avolio et al, (1999).

Other advantages of questionnaires include:

- The writer used a questionnaire for the purposes of quantitative analyses because the sample constituted senior managers who are fairly inaccessible because of work constraints.
- It is a low-cost option.
- Requires minimal staff
- Perceived as more anonymous.
- Allows respondents time to think about questions.
- Fast access to the computer-literate.
- Rapid data collection.

Disadvantages of the use of questionnaires include:

- Low response rate at times.
- No interviewer intervention available for probing or explanation.
- Cannot be long or complex.
- Often respondents returning questionnaires represent extremes of population.

4.14 Measuring techniques: qualitative data

Both the interviews and the focus groups constitute the primary measuring instruments used for the qualitative analyses in this study.

4.15 Interviews

Four interviews were conducted with African Black female senior managers only. The primary reason for confining these interviews only to African Black female managers was to confirm whether attributes possessed by African Black females are conducive to the successful application of transformational leadership principles. The researcher also attempted to ascertain whether there are distinct differences in leadership styles which are attributable to gender differences, and their possible impact on the quality of interaction between African Black female senior managers and their immediate African Black male subordinates.

4.15.1 Advantages and Disadvantages of Interviews

The advantages are good co-operation from respondents and that the interviewer can readily answer questions about the survey, probe for answers, use follow-up questions and gather information by observation. Illiterate and functionally illiterate respondents can be reached. The interviewer can pre-screen respondent to ensure that she/he fits the population profile. The interviewer is able to extract greater depth of information and detail. The interviewer generally controls the topics and patterns of discussion. An objective reflection of issues is more likely because the consequences of the event are usually insignificant for the participant Cooper & Schindler, (2003).

The disadvantages are that the follow-up is labour intensive and not all respondents may be available or accessible. Longer period needed in the field collecting data. Questions may be altered or respondent coached by interviewer Cooper & Schindler, (2003).

4.16 Focus groups

Two focus groups which were homogeneous for gender were held. The female focus group comprised a combination of two Black female junior managers and three Black senior managers. The second focus group comprised Black male senior managers only. The writer attempted to extract recurrent themes from this inter-actional

process. Homogeneous focus groups were used with a view to promoting intense discussion and freer interaction.

4.16.1 Advantages and disadvantages of Focus Groups

The advantage of using a focus group is that it is able to quickly and inexpensively grasp the core issues of a topic. Focus groups are brief, inexpensive and flexible. They provide an opportunity to the researcher to observe reactions to their research questions in an open-ended group setting. Participants respond in their own words, rather than being forced into a formalized method. Since they can freely react to each other's responses, the unexpected often happens. The use of focus groups present an opportunity for the facilitator to guide the discussion using group dynamics principles with a view to obtaining ideas, feelings and experiences on the primary research questions and hypotheses. Both focus groups and interviews constitute effective methods of obtaining a reflection of social reality regarding the issues under discussion.

Focus groups use group interaction to produce data and insights that would be less accessible without the interaction found in a group. Data related to the themes of research is generated by focus groups. Focus groups generally provide researchers with substantial insight into group-level phenomena. The rationale behind the use of focus groups as with other types of qualitative research is to provide an indication or representation of social reality. The focus in gathering qualitative data is on meaning versus frequency and quantification Morgan, (1997).

The only disadvantage of focus groups is that because they are qualitative devices, their sampling accuracy is limited. Consequently results from focus groups should not be used to replace quantitative analyses Cooper & Schindler, (2003).

4.17 Discussion of Hypotheses

The hypotheses are listed again below:

H1 = Does the power dynamics between Black female senior managers and their immediate Black male sub-ordinates trigger cognitive dissonance amongst African Black male sub-ordinates because of their patriarchal cultures of origin.

H2 = African Black female senior managers are more transformational than their African Black male colleagues.

Main research problems: a) does the power dynamic between Black female senior managers and their African Black male subordinates trigger cognitive dissonance because of the patriarchal socialization that African Black males experience.

b) Is there a dysfunctionality of prevailing management systems within the National Department of Water Affairs and Forestry as a result of the dynamics between Black female senior managers and their Black male subordinates?

c) Are Black female senior managers in the Department of Water Affairs and Forestry more transformational as leaders than their Black male colleagues?

Sub-problem One: To measure the level of qualities which positively dispose Black females towards transformational leadership.

Sub-problem Two: To investigate the levels of patriarchy in both the Black male and Black female groups.

Sub-problem Three: To investigate the levels of cognitive dissonance in both the Black male and Black female groups of subordinates.

Sub-problem Four: To investigate whether patriarchy is the basis from which cognitive dissonance emanates when Black males experience authority directed towards them by Black females.

Sub-problem Five: To investigate whether Black females are more transformational than Black males.

Sub-problem Six: To determine whether differences in leadership style are directly associated and attributable to gender.

The research questions in this study are as follows:-

1) Are Black females positively disposed towards the use of transformational leadership styles?

2) Does the authority from Black female senior managers precipitate or trigger cognitive dissonance in Black male or female subordinates because of their patriarchal socialization?

3) Does the above-mentioned situation subsequently precipitate dysfunctionality in prevailing management systems?

4) Is patriarchy the trigger or basis of the possible cognitive dissonance experienced by Black male or female subordinates?

4.2 Data analysis techniques

4.2.1 Introduction

In this chapter the writer discusses the techniques that were used to analyse data. The following techniques were used for the purposes of data analysis. A combination of qualitative and quantitative analyses was used.

4.2. 2 Quantitative data

Cronbach Alpha tests were done on all domains of both the MFLQ5X and the goal specific questionnaires with a view to calculating reliability co-efficients. The following techniques were also used to quantitatively analyse the data that emanated from both the goal-specific questionnaires and the MFLQ5X, viz; ANOVA, regression and correlation co-efficients were calculated with a view to establishing a relationship between the dependent variable, cognitive dissonance and the independent variable, patriarchy. The results from the MFLQ5X, which tested for levels of transformational leadership in comparison with other leadership styles like, laissez faire and transactional styles of leadership, were used to determine whether Black female senior managers are more transformational as leaders than their Black male colleagues. The results from the quantitative analyses pertaining to levels of transformational leadership ability in Black female senior managers were also compared to the results from the qualitative data pertaining to the use of this leadership technique in resolving the effect of patriarchal socialization in interaction between Black male junior managers and their Black female senior managers. Descriptive analyses were also conducted in order to extract means for the various comparisons. (See Appendix F).

4.2.3 Qualitative Data – Interviews – (see Appendix B for interview questions)

Four African Black female senior managers were interviewed. Content Analysis was used to determine common themes of the responses of interviewees. The responses of both interviewees and focus group members were reviewed to obtain a socially realistic interpretation regarding the effect of patriarchal socialization on interaction between Black male junior managers and their Black female senior managers. Content analysis was also used to determine common trends in responses from both interviewees and focus group members regarding gender differences in leadership as well as qualities of Black females that positively predispose them towards effectively implementing the principles associated with transformational leadership. This tool was used as a problem-specific technique.

4.3 Summary – Research design and methodology

This is a formal study that incorporates specific hypotheses, and indicates precise procedures for data collection and processing. The method of data collection was interrogation since the writer collected responses to questionnaires, interviews and focus groups that were administered to the population. The questionnaire was self-administered. The study is investigative because the writer attempted to explain relationships among variables. The writer attempted to confirm the presence of an asymmetrical relationship, i.e. changes in the independent variable precipitate changes in the dependent variable. This is a cross-sectional study because it will not be repeated and represents a snap-shot of a particular research environment at a particular point in time Cooper & Schindler, (2003).

SPSS was used to conduct item analyses and to establish the strength of reliability co-efficients. Subsequently, multiple regression and ANOVA were used with a view to establishing associative relationships between both the independent and dependent variables. Quantitative data measured emanated from both the MFLQ5X questionnaire which was administered to both Black male and female senior managers and Black male and female subordinates in conjunction with a goal-specific questionnaire which was also administered to both Black male and female senior managers and Black male and female subordinates.

An analysis and discussion of both the qualitative and quantitative data emanating from this study follows.

CHAPTER 5 – DATA ANALYSIS

5.1 Introduction

In this chapter the writer analyses and discusses data emanating from both qualitative and qualitative analyses. The response rate for interviews was 4 from a total population of 6 African Black female senior managers in DWAF. The response rate for the 1st focus group was 5. Five participants were initially identified for inclusion in the 1st focus group. The response rate for the 2nd focus group was also 5. Five participants were initially approached for inclusion in the 2nd focus group.

5.1.1 Analysis of interview data

5.1.2 Thematic analyses – Interviews.

In the table below, the writer used content analysis to identify common themes arising from the discussions conducted by interviewees.

Table 5 – Thematic Analysis

Q = Question P = Participant n = 4

	Q 1	Q2	Q3	Q4	Q5	Q6	Q7	Summary
P 1	Patriarchy prevalent. No cognitive dissonance.	Black male and female senior managers equally transform-ational.	Black women in general are considerate, empathetic and nurturing.	Qualities reflecting patriarchal socialization, prevalent but negligible.	No difficulties experienced regarding reconciliation of values.	Patriarchal socialization transcended by education, exposure, service orientation.	Differences in Leadership style are attributed to gender differences.	Insignificant presence patriarchal socialization. F women po qualities favo application transformational leadership. Cogn dissonance experienced. G differences leadership style Patriarchal socialization ne by developm factors.
P2	Cultural convergence and synergy has transcended influence of patriarchal socialization.	Black female senior managers are more transformational.	Black women predisposed towards effective application of transformationa l leadership.	No specific qualities indicative of patriarchal socialization exhibited.	No indication of irreconcilable values.	The situation is non-existent.	Differences in leadership style attributed to gender differences.	No indication influence patriarchal socialization. F female s managers transformational Black w positively predisposed tow effective applic of transforma leadership. indication irreconcilable v Differences leadership attributed to g differences.
P3	No cognitive dissonance experienced.	Black female senior managers more	Transformation al leadership technique	No patriarchal socialization.	No irreconcilable values.	Does not exist.	Differences in leadership style	No cog dissonance. female

		transformational.	acquired by knowledge and development.				attributed to gender differences.	managers m transformational. Transformational leadership sl acquired knowledge development. irreconcilable val Females are m empathetic, nurturing, etc.
P4	No indication of patriarchal socialization.	Black female senior managers need strengthened implementation skills re: transformational leadership.	Black women possess qualities that positively predispose them towards effectively applying transformationa l leadership.	No patriarchal socialization.	Leadership easily accepted. No irreconcilable values.	Influence of patriarchal socialization may be exacerbated if not managed properly.	Females possess distinct attributes that facilitate their leadership skills.	No indication patriarchal socialization. Leadership ea accepted. Effec management neg influence patriarchal socialization. Dis attributes of fem help them succee management.
Common themes Q1 - Patriarchy prevalent. No cognitive dissonance								
Q2 – 50% of respondents agree that Black female senior managers are more transformatio nal.								
Q3 - Black women in general are considerate, empathetic, nurturing and utilize holistic thinking.								
Q4 - No qualities indicative of patriarchal socialization exhibited								
Q5 – No difference experienced re: reconciliatio n of socialized values with work values.								
Q6- Influence of patriarchal socialization transcended by education, exposure and strong service orientation in department.								
Q7- Differences in leadership style are								

ıtributed to ;ender lifferences								

The following themes emerged from the interview data regarding the factors that influence the interaction between Black female senior managers and their subordinates. Themes also reflect leadership qualities and gender differences.

- Patriarchy is prevalent.
- No cognitive dissonance is experienced.
- Black female senior managers are more transformational than their male colleagues.
- Black women and women in general, possess qualities that promote the effective implementation of transformational leadership.
- No indication of irreconcilable values amongst subordinates.
- Influence of patriarchal socialization transcended by current social reality, i.e. increased exposure, cultural convergence, education and the strong service orientation in the department.
- Differences in leadership style are attributed to gender differences.

Quotes that support these themes are the following.

5.1.3 Patriarchy and cognitive dissonance

- "I have not detected an indication of the influence of patriarchal socialization. No evidence exists that this factor may have triggered cognitive dissonance either, because the organizational culture within the department is service delivery oriented."
- "The element of patriarchal socialization is managed within the context of my directorate and is not allowed to negate the quality and level of interaction between my Black male junior managers and myself."

5.1.4 Gender differences in Leadership

"Women adopt a more empathetic and inclusive approach to leadership, thus allowing them to plan strategically in a holistic context. On the other hand, males are more authoritative and transactional in their approach to leadership."

5.1.5 Transformational leadership

"Striving towards gender equity by the current political principal of the department has provided an opportunity to Black female senior managers to ensure inclusivity for all employees in the department. Black women managers in the department are particularly receptive to transformation imperatives and consequently make significant efforts to contribute towards objectives supporting government's broader social transformation agenda."

5.1.6 Qualities of women that support transformational leadership

"Women possess the ability to re-integrate individual skills to add value in terms of unit or team performance. This facilitates synergy and subsequently the development of a cohesive team."

5.2 Common trends emerging from the interviews

A cross-cutting trend with respect to all participants' responses is that both Black male and female junior managers do not experience the influence of patriarchal socialization or irreconcilable values when in receipt of authority from Black female senior managers.

Differences in leadership styles are attributable to gender differences. Black female senior managers in DWAF are more transformational as leaders than their Black male colleagues.

Black females do possess qualities that positively predispose them towards effective implementation of transformational leadership principles.

5.3 Analysis of Qualitative Data – 1st Focus Group.

Thematic analysis of the interaction that occurred in the first focus group which comprised 3 Black female senior managers and 2 Black female junior managers follows.

5.3.1 Thematic Analyses – Black female focus group

The following themes emerged from the Black female focus group data regarding the factors that influence the interaction between Black female senior managers and their subordinates. Themes also reflect leadership qualities and gender differences.

- Gender equity is emphasized in the department.
- Clearly defined job descriptions and performance agreements in conjunction with mutually agreed business plans are integral factors negating the influence of patriarchal socialization.
- A cohesive group culture is evident in DWAF. A cross-pollination of the principles of Ubuntu and transformational leadership is in the process of being implemented.
- A distinct emphasis on mutual respect and service orientation also significantly negates the influence of patriarchal socialization.
- The majority of participants indicated that Black male and female junior managers do not experience an inability to reconcile socialized values with work values.
- A mutually consensual business plan transcends the influence of demographical and cultural variables in the department.
- The sustained impact of effective management systems that gradually erode the effect of cultural impediments like patriarchal socialization is imperative.
- Effective information dissemination within teams promotes inclusivity and effective inter-personal inter-action.
- Women have the capacity to be more transformational as leaders than their Black male colleagues because they possess innate qualities that positively predispose them towards the effective implementation of principles espoused by transformational leadership.
- The influence of patriarchal socialization is gradually being eroded.
- Differences in leadership style are attributable to gender differences because women are more empathetic, humanitarian and understanding than their male colleagues.
- Minority view from this group is that Black male junior managers that are especially dominant at home choose not to change and consequently experience role conflict and cognitive dissonance. The influence of this phenomenon is also insignificant because it is gradually being eroded by factors like exposure, education and cultural convergence.

The following quotes support these themes.

5.3.1.1 Patriarchy and cognitive dissonance

- "Development, education, and the merging of value systems post 1994, have significantly transcended the influence of patriarchal socialization in DWAF. "
- Respondent 4 indicated the following, "The department has currently engaged the services of a consultant who has conducted several workshops with members of the management committee in respect of diversity management. This intervention has to a large extent facilitated the gradual erosion of the influence of cultural impediments like patriarchal socialization while developing quality interaction and cohesive group cultures. It is therefore imperative to establish management systems that are conducive to the development of effective inter-personal interaction."

5.3.1.2 Gender differences in Leadership

Respondent 4 supported the contention that differences in leadership styles are attributable to gender differences. She indicated that, "The fact that women are naturally instinctive, nurturing and humanitarian, influences the adoption of transformational leadership techniques."

5.3.1.3 Qualities of women that support transformational leadership

"Black female managers and females in general are better able to use their effective listening skills, clear expression of thoughts, sensitivity, empathy and ability to develop relationships with peers and subordinates."

5.3.1.4 Transformational leadership

- "Socialization enhances women's instinctual and inherent qualities thus facilitating the adoption of transformational leadership techniques."
- "Black female senior managers in DWAF are more transformational as leaders than their male colleagues."

5.4 Analysis of Qualitative Data - 2nd focus group.

The second focus group was held in the conference room at the Holiday Inn in Pretoria on 2005/09/16 @18:00. Details of the participants in the second focus group comprising only Black male senior managers are listed below.

5.4.1 Thematic analyses – 2nd focus group

The following themes emerged from the data in the Black male focus group.

- Black female senior managers enjoy parity with their Black male colleagues in terms of their transformational leadership ability.
- The majority of participants in this group agreed that Black women possess qualities that positively predispose them towards effectively implementing the principles associated with transformational leadership.
- No indication of an inability to reconcile work values with socialized values has been exhibited, particularly amongst Black male and female subordinates.
- Both Black male and female junior managers do not experience an inability to reconcile their socialized values with work values when in receipt of authority from Black female senior managers.
- Differences in leadership style are not attributed to gender differences.
- Development, education, cultural convergence and exposure transcend the influence of patriarchal socialization in DWAF.

The following quotes support these themes.

5.4.1.1 Patriarchy and cognitive dissonance

- "Factors such as development, education, etc override the influence of patriarchal socialization in DWAF."
- "A distinct emphasis on service delivery and mutual respect for all employees also helps transcend the influence of patriarchal socialization primarily in terms of the interaction between Black female senior managers and their Black male junior managers."
- "Patriarchy is an issue that needs to be managed. However, professionalism amongst the majority of Black male junior managers in DWAF transcends the influence of patriarchal socialization."
- "No difficulty is experienced by both Black male and female junior managers in terms of reconciling their socialized values with work values."

5.4.1.2 Transformational leadership

- "Women possess qualities that positively predispose them towards effectively implementing the principles associated with transformational leadership. I have seen the favourable results of the implementation of transformational leadership techniques by Black female senior managers in the department."

- "A Black female senior manager in DWAF in one instance overcompensated whilst utilizing the transformational leadership technique of individualized consideration. This perpetuated the weakness detected in the subordinate which necessitated the application of individualized consideration in the first place. It is therefore my considered opinion that Black female senior managers at DWAF need to exercise restraint in terms of the application of transformational leadership techniques with a view to maximally utilizing the qualities that they possess."

5.4.1.3 Gender differences in Leadership

"If you compare Black male and female senior managers in DWAF with the same levels of education, development and exposure interacting in diversified environments, no distinct differences in leadership styles are apparent."

5.4.1.4 Qualities in women that support transformational leadership

- "Females are more humanistic than males. Male managers tend to gloss over issues, are more directive and assertive than female managers."
- "Women possess qualities like nurturance, empathy, sensitivity and understanding that help them to effectively implement the principles associated with transformational leadership. "

5.5 Common themes emerging from both focus groups.

The majority of group members in both focus groups concurred that factors such as professionalism, development, exposure, cultural convergence and improved literacy levels post 1994 amongst Black male junior managers in DWAF have helped transcend the influences of patriarchal socialization.

Both Black male and female junior managers in DWAF do not exhibit qualities that are indicative of patriarchal socialization.

Both Black male and female junior managers do not experience an inability to reconcile socialized values with work values,

Women possess qualities that positively predispose them towards the effective implementation of principles associated with transformational leadership

5.6 Common themes- interviews and focus groups.

- Resistance to authority from Black female senior managers in DWAF, triggered by the influence of patriarchal socialization, when evident, is countered by the application of transformational leadership techniques.

The overall trend emerging from the qualitative analyses is that resistance to authority from Black female senior managers in DWAF, triggered by the influence of patriarchal socialization, when evident, is countered by the application of transformational leadership techniques.

- Transformational leadership techniques are implemented in conjunction with the principles espoused by Ubuntu.
- Factors such as exposure, improved literacy levels, development and cultural convergence post 1994 negate the influence of patriarchal socialization in Black junior managers in terms of their interaction with Black female senior managers in the workplace.
- No evidence could be adduced regarding both Black male and female junior manager's inability to reconcile socialized values with work values.
- Women possess qualities that positively predispose them towards the effective implementation of principles associated with transformational leadership.
- Factors contributing to the negation of the influence of patriarchal socialization have simultaneously been utilized to facilitate the development of high quality and effective inter-personal communication between managers and their subordinates. In effect, therefore, the techniques employed to negate the influence of patriarchal socialization has contributed significantly to the development of stabilized and effective management systems within the department.

An analysis of the quantitative data follows.

5.7 Analysis of Quantitative data

The table below illustrates the Cronbach Alphas of key domains in the MFLQ5X. These domains are key indicators of transformational leadership ability.

Table 6 – Consolidated Reliability Co-efficients

	Cronbach's Alpha	N of items
CH	.78	11
CR	.45	3
CD	.63	7
PAT	.76	23

5.7.1 Reliability of questionnaire

From Table 6 it is evident that in the domain of charisma high reliability was found, i.e. .78. Item CH4 was omitted in an attempt to improve reliability

Using the 3 items in the domain Contingent Reward only 0.45 reliability was obtained despite an attempt to improve its reliability by omitting CR2. The reliability for this domain cannot be strengthened because the response rate to both the goal-specific questionnaire and the MFLQ5X was 50% from a sample of 100. However, contingent reward is an integral domain in the prescribed questionnaire MFLQ5X and consequently cannot be omitted despite its low reliability. An attempt to replicate this study should take into cognisance this subjective element. The reliability could only be improved by obtaining a larger sample and consequently an improved chance of a favourable response rate. The low reliability in the domain of contingent reward could also be attributed to the fact that this questionnaire is being administered to a Black only population for the first time. Principal components analysis was used in conjunction with correlation co-efficients of the following questions, viz; 7,9,11,12,13,16,22,40,43 as is and questions 33, 36, 37, 44, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55 (inverted) and the total to arrive at the high level of reliability in respect of patriarchy. Cognitive dissonance obtained a high reliability score of .63. Patriarchy also obtained a high reliability score of .76. In view of the high reliability co-efficients obtained in key domains of the MFLQ5X, this questionnaire was deemed reliable and appropriate for use in this study.

5.8 Questionnaire Analysis – Multi Factor Leadership Questionnaire

While the depth of research conducted on the MFLQ5X in this study is not as extensive as that conducted on the original questionnaire, sufficient validation exists to conclude that it is likely to replicate or improve upon the research record of its predecessor Avolio et al, (1999). Data elicited via the MFLQ5X questionnaire from

both sample groups was quantitatively analyzed with a view to confirming the writer's hypotheses.

5.9 Analysis of findings

Data analysis in respect of both components of the population, i.e. Black senior managers and Black junior managers are attached as annexures. The responses of Black female senior managers who were interviewed are attached as Annexure C. The responses of Black female participants in the focus group are attached as Annexure D. The responses of Black male senior managers who were participants in the 2nd focus group are attached as Annexure E.

The data received in respect of both the goal-specific questionnaire and the MFLQ5X for both Black male and female junior and senior managers was also analyzed.

The descriptive statistics indicated that Black male junior managers obtained fairly high scores for patriarchy. In addition, the correlation co-efficients between cognitive dissonance, the dependent variable, and patriarchy, the independent variable were significant, (.89). This indicates that patriarchy amongst Black male junior managers at DWAF fairly significantly influences perceptions and attitudes regarding Black female senior managers. However, the political reality emphasising gender equity and individual mutual respect in the department is a significant factor which helps transcend the influence of patriarchal socialization amongst Black male junior managers.

5.10 Levels of analysis

The sample in the quantitative analyses in this study was investigated on four levels, viz; male/female; senior manager/junior manager; between groups, i.e. a comparative analysis between Black senior and junior managers as well as within groups, e.g. within the Black female group. Comparisons were also made between values obtained by Black male junior managers and Black female senior managers. Comparisons of score values obtained by each group were made with a view to explaining differences noted.

Comparisons were made between groups, i.e. between the male and female group with a view to determining whether females are more transformational as leaders

than their male colleagues. In addition, the writer also sought to establish whether differences in leadership style are attributable to gender.

The comparison between the senior manager and junior manager groups was aimed at determining the quality of interaction between Black senior managers and their junior managers. In particular this level of comparison sought to establish whether the variables of cognitive dissonance in Black junior managers negatively impacted the quality of the interaction between Black senior managers and Black junior managers.

The goal specific questionnaire that was directed to both the senior manager and the junior manager groups had a two-fold purpose. In the senior manager group the goal-specific questionnaire sought to determine senior managers' perceptions of the extent to which the variables cognitive dissonance and patriarchy impacted the quality of their interactions with their junior managers. In the junior manager group the goal-specific questionnaire was aimed at determining junior managers' perceptions of the extent to which the variables cognitive dissonance and patriarchy impacted the quality of their interactions with their senior managers.

Within groups comparison was conducted to determine whether a particular group e.g. Black females indicated preference for a particular leadership quality like charisma for example.

5.11 Descriptive statistics – mean values

The mean scores in respect of the six domains in the MFLQ5X administered to Black male and female senior managers are listed in Table 7 below.

Table 7 – Mean scores – Black male and female senior managers

Descriptives

		N	Mean	Std. Deviation
Intellectual Stimulation	Male	18	1.6528	.42130
	Female	11	1.6591	.40732
	Total	29	1.6552	.40869
Individual Consideration	Male	18	1.7500	.46177
	Female	11	1.8864	.52872
	Total	29	1.8017	.48357
Management by Exception	Male	18	4.5833	.61835
	Female	11	4.7727	.37839
	Total	29	4.6552	.54039
Passive/Avoidant	Male	18	3.6806	.32433
	Female	11	3.6818	.28153
	Total	29	3.6810	.30360
Charisma (Modified)	Male	18	1.6414	.22801
	Female	11	1.6281	.49536
	Total	29	1.6364	.34532
Contingent Reward (modified)	Male	18	1.5185	.50127
	Female	11	1.4545	.30814
	Total	29	1.4943	.43297
Cognitive Dissonance (modified)	Male	18	4.4683	.33879
	Female	11	4.2597	.42770
	Total	29	4.3892	.38160
PATmod	Male	18	3.6135	.76782
	Female	11	3.7194	.78583
	Total	29	3.6537	.76237

From Table 7 it is evident that no significant differences exist between Black female senior managers and their Black male colleagues. Four of the six domains in the MFLQ5X, viz; individualized consideration, intellectual stimulation, management by exception and charisma are designed to determine qualities indicative of the application of transformational leadership principles.

Females scored marginally higher in 3 of the 4 domains mentioned above. In the domain of intellectual stimulation females scored a mean of 1.66 as opposed to 1.65 scored by males. In the domain of individualized consideration females scored 1.89 compared to the male score of 1.75. In the domain of management by exception females scored 4.77 in comparison to the male score of 4.58. These three domains are key indicators of qualities that support the successful implementation of principles associated with transformational leadership. This is consequently a fair indication that

females are able to apply the principles of transformational leadership more effectively than their male colleagues.

Males scored marginally higher on charisma only. Although charisma is also one of the requirements for a successful transformational leader, the difference is not significant enough to make a conclusion regarding their overall ability to apply the principles associated with transformational leadership. Males scored 1.64 in comparison to a female score of 1.62.

The scores of 3.68 each in respect of both Black male and female senior managers for the domain of passive/avoidant indicates that both groups equally agree that *laissez faire* leadership principles should be applied where necessary. The scores are closer to 4 than to 3. This indicates that both groups are in favour of applying the principle of delegated authority and empowerment where necessary. The MFLQ5X was also administered to Black male and female junior managers to determine their perceptions of their leaders.

It is also evident from the data that Black male senior managers apply the principle of contingent reward more than their female colleagues. This indicates that Black male senior managers in DWAF are probably more transactional than their female colleagues. Black male senior managers scored 1.51 compared to the female score of 1.45.

The marginally higher mean for Black female senior managers in respect of patriarchy is probably reflective of their subservient socialization, i.e. Black females perceive Black males to be the authority figure within the cultural context. Black females scored 3.7 in comparison to the male score of 3.6.

Black male senior managers also experience a higher rate of cognitive dissonance than their female colleagues. Black males scored 4.46 as opposed to the female score of 4.25. This could indicate a subtle presence of an inability to reconcile socialized values with work values. However, the reality at DWAF is that the political climate and strong emphasis on mutual individual respect together with a strong service orientation transcends this phenomenon.

Amongst senior managers the standard deviations for both males and females with respect to cognitive dissonance did not vary significantly from the mean. Males obtained a .33 standard deviation from a mean of 4.4 and females obtained a .42 deviation from a mean of 4.2. This is indicative of a fair amount of clustering around the mean with respect to the responses of both Black female and male senior managers. Both sets of responses vary between 4.2 and 4.4. It appears that both Black male and female senior managers disagree with the contention that cognitive dissonance and consequently irreconcilable values are experienced by their subordinates.

The standard deviations for Black senior managers indicate high variability from the mean. Males vary by .76 from a mean of 3.6, while females vary by .78 from a mean of 3.7. This is indicative of a wide array of responses on a Likert scale ranging from 1 – 5. It appears that a significant percentage of respondents disagreed with the contention that patriarchal socialization triggers dysfunctionality within the prevailing management systems at DWAF because the respondent's responses are clustered closer to 4, i.e. 3.6 in respect of males and 3.7 in respect of females.

5.12 Findings – Black male and female junior managers

The MFLQ5X was also administered to Black male and female junior managers to determine their perceptions of their leaders. The mean scores in respect of the six domains in the MFLQ5X administered to Black male and female junior managers are listed in the table below.

Table 8 – Mean scores – Black male and female junior managers

Descriptives

		N	Mean	Std. Deviation
Charisma (modified)	Male	10	2.2545	.45917
	Female	11	2.9008	.73570
	Total	21	2.5931	.68912
Intellectual Stimulation	Male	10	2.5750	.31292
	Female	11	3.2727	.89061
	Total	21	2.9405	.75376
Individual Consideration	Male	10	2.0750	.31292
	Female	11	2.8182	1.00680
	Total	21	2.4643	.83399
Contingent Reward (modified)	Male	10	1.6333	.48305
	Female	11	1.4848	.54495
	Total	21	1.5556	.50918
Management by Exception (modified)	Male	10	3.2000	.87771
	Female	11	3.4848	.89893
	Total	21	3.3492	.87861
Passive/Avoidant	Male	10	3.4250	.56887
	Female	11	3.3295	.40028
	Total	21	3.3750	.47762
Cognitive Dissonance	Male	10	2.6538	1.15541
	Female	11	3.8811	.30839
	Total	21	3.2967	1.02116
Patriarchy	Male	10	2.5750	.91188
	Female	11	3.2932	.34643
	Total	21	2.9512	.75451

From Table 8 it is evident that the differences between the means of the male and female respondents in the category Black junior managers are significant in the case of Charisma, Intellectual Stimulation, Individualized Consideration, Cognitive Dissonance and Patriarchy.

Black female junior managers perceive their leaders as more transformational as opposed to their male colleagues. They scored higher on each of the key indicators for transformational leadership, viz, intellectual stimulation, individualized consideration and charisma. Females scored 2.9 as opposed to 2.25 for males in the domain of charisma. Females scored 3.2 in comparison with 2.5 for males in the domain of intellectual stimulation. In the domain of individualized consideration females scored 2.8 compared to 2.0 scored by males. This also indicates that Black male junior managers are not favourably disposed to the perception that their leaders are transformational. Black male junior managers scored 1.6 on contingent reward as opposed to the female score of 1.4. It appears that Black male junior managers

perceive their leaders to be more transactional in comparison with the females' perception of their leaders. (See Table 14 below for a discussion on significance of differences detected in the variables Charisma, Intellectual Stimulation, Individualized Consideration, Cognitive Dissonance and Patriarchy.

Black female senior managers perceive themselves as transformational leaders. Black female junior managers perceive their leaders as transformational.

In fact Black male junior managers perceive their leaders as marginally more *laissez faire* than their female colleagues because males scored 3.4 compared to the female score of 3.3 on the domain passive/avoidant, which is an indicator of *laissez faire* leadership. This reflects that Black male junior managers perceive their leaders as more empowering than their female colleagues.

Black female junior managers perceive their male leaders as displaying more qualities that are associated with patriarchal socialization and related cognitive dissonance as opposed to their male colleagues. Black females scored 3.8 in the domain of cognitive dissonance compared to the male score of 2.6. In the domain of patriarchy, Black females scored 3.2 compared to the male score of 2.5. In view of the fact that there are only 25 Black female junior managers in the department, it is fairly probable that the Black female senior managers in the sample are evaluating their Black male senior managers. DWAF is primarily a male dominated department with 69 Black male junior and senior managers. Black female senior managers total 31 in the population, (see Table 1). There appears to be an inconsistency between Black female junior managers evaluation of their leaders as more transformational in comparison with their evaluation of their leaders exhibiting indications of a patriarchal socialization. This could be attributed to either respondent bias or perception error.

Black male junior managers perceived their leaders to be more transactional in comparison to Black female managers' perceptions of their leaders. This would apply to both their Black female and male senior managers in view of the fact that paired sampling in respect of manager-subordinate interactions was not effected.

The table below illustrates the negative regression between Charisma and Contingent Reward.

Table 9 – Regression Co-efficients: Charisma and Contingent Reward

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.255	.312		16.840	.000
	Charisma (Modified)	-.529	.187	-.479	-2.833	.009
2	(Constant)	4.942	.311		15.889	.000
	Charisma (Modified)	-.666	.179	-.603	-3.720	.001
	Contingent Reward (modified)	.360	.143	.408	2.520	.018

a. Dependent Variable: Cognitive Dissonance (modified)

The final model is CD = 4.942 – 0.666 CH + 0.360 CR

From Table 9 it is evident that the negative regression coefficient for Ch is not surprising: it goes with the definitions of CD and CH: A high value of CD implies that the respondent agrees with statements such as "it is difficult for me to accept female authority in the workplace" and "It is sometimes difficult to reconcile my cultural status with my status as supervisor". A large value of CH implies that the respondent agrees with statements such as "I am proud of my subordinate" and "I express confidence". Thus a high CD value implies negative feelings about certain things, while a high CH value implies negative feelings about other things. It is perhaps not surprising that the correlation coefficient between the two should be negative.

The negative correlation between cognitive dissonance and charisma does not imply that both Black male and female managers do not experience cognitive dissonance. The inference here is that both Black males and female managers experience negative feelings about certain aspects of cognitive dissonance as well as charisma. (See Annexure F).

The relationship between CD and PAT was investigated next. The correlation between them is significantly different from zero:

The table below illustrates correlation values for cognitive dissonance and patriarchy in respect of Black junior managers.

Table 10 – Correlation of patriarchy and cognitive dissonance

Correlations

		Patriarchy	Cognitive Dissonance
Patriarchy	Pearson Correlation	1	.891**
	Sig. (2-tailed)		.000
	N	21	21
Cognitive Dissonance	Pearson Correlation	.891**	1
	Sig. (2-tailed)	.000	
	N	21	21

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

From Table 10 it is evident that a high value for correlation between patriarchy and cognitive dissonance with respect to Black junior managers was obtained, i.e. .89. The reality at DWAF is that this phenomenon is not allowed to transcend organizational values like mutual respect for individuals. Patriarchy or the influences of patriarchal socialization is negated by prevailing management systems and an emphasis on mutually consensual performance contracts between Black male junior managers and their Black female senior managers.

The descriptive statistics indicated that Black male junior managers obtained fairly high scores for patriarchy. In addition, the correlation co-efficients between cognitive dissonance, the dependent variable, and patriarchy, the independent variable were significant, (.89). This indicates that patriarchy amongst Black male junior managers at DWAF fairly significantly influences perceptions and attitudes regarding Black female senior managers. However, the political reality emphasising gender equity and individual mutual respect in the department is a significant factor which helps transcend the influence of patriarchal socialization amongst Black male junior managers.

However, interaction between Black male junior managers and their female peers is tainted by the influence of a patriarchal socialization purely because mutually consensual performance agreements do not govern the interaction between these two groups. This contention was supported by the junior managers in the 1st focus group.

The table below reflects the relationship between cognitive dissonance, patriarchy and gender

Table 11 – Model summary: gender as predictor of cognitive dissonance and patriarchy

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915[a]	.837	.819	.43462

a. Predictors: (Constant), gender, Patriarchy

Stepwise Regression analyses of CD and PAT on the variables from Questionnaire 1 yielded the following:

From Table 11 it is evident that gender is a significant predictor of patriarchy. The adjusted R square = .82. This is indicative of strong goodness of fit. Cognitive dissonance and patriarchy correlate very significantly with each other, (.89). (See Table 10 above). This indicates that patriarchy is a significant trigger for cognitive dissonance for both Black male and female junior managers. The inference here is that patriarchal socialization is a significant factor in the development of Black male junior managers. Females score high on patriarchy because of the value they attach to Black male authority figures within their cultural context. Black females are probably socialized into a culture of subservience and male dominance. This accounts for the high scores obtained by Black female junior managers in the domain of patriarchy.

Black male junior managers also obtained relatively high scores in the domain of patriarchy. This reflects the influence of patriarchal socialization. However, the reality at DWAF is that Black male junior managers employ strong coping mechanisms to counteract the influence of patriarchal socialization in terms of their interaction with their Black female senior managers. This accounts for the absence of indicators of the influence of patriarchal socialization within the work scenario.

The table below illustrates regression analyses of patriarchy and cognitive dissonance. Stepwise regression analyses of cognitive dissonance and patriarchy on the variables from MFLQ5X yielded the following

Table 12 – Regression analyses of patriarchy and cognitive dissonance

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Management by Exception (modified)	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Individual Consideration	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Cognitive Dissonance

From Table 12 it is evident that the variables management by exception and individualized consideration were used as predictors of cognitive dissonance. The test here is to determine what effect the use of transformational leadership techniques like management by exception and individualized consideration has on cognitive dissonance.

The table below reflects a model summary of the variable management by exception.

Table 13 – Model Summary – Management by Exception

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.618[a]	.381	.349	.82408
2	.771[b]	.595	.550	.68525

a. Predictors: (Constant), Management by Exception (modified)

b. Predictors: (Constant), Management by Exception (modified), Individual Consideration

The regression equation is CD = -1.24 + 0.912 MA + 0.602 IC.

From Table 13 it is evident that when management by exception is held constant it scores an R value of .62 in relation to cognitive dissonance. The correlation between management by exception and cognitive dissonance when management by exception is held constant is .38. This is not a significant degree of correlation. The inference here is that management by exception, when employed as a transformational leadership technique does not exacerbate cognitive dissonance.

This probably occurs because management by exception seeks to identify and explain variance in an objective manner. This leadership technique does not allocate responsibility for variance to character flaws derived via processes of socialization such as cognitive dissonance.

Individualized consideration when used as a predictor of cognitive dissonance, obtained a strong R value, i.e. .77 and a fairly strong positive correlation, i.e. .60. This indicates that when individualized consideration is used as a transformational leadership technique the influence of cognitive dissonance is transcended significantly.

The inference here is that Black male and female senior managers are better able to control the influence of patriarchal socialization and associated cognitive dissonance. The strong political direction provided by the political principal in respect of gender equity is also a significant factor that helps transcend the influence of patriarchal socialization and consequently cognitive dissonance. The strong influence of political direction felt by the senior managers does not filter down to the junior managers to a significant extent. This accounts for the trend that gender is a significant predictor of both cognitive dissonance and patriarchy in Black male and female junior managers.

Research conducted by Worrall and Cooper, (1998) and cited by Van Tonder, (2004), indicates that directors and levels above them tended to view change impact more favourably than lower levels. Perceived control may be at the root of this discrepancy. Senior managers who generally tend to be more informed are likely to experience a greater degree of control than managers with less authority and lesser access to information about change Van Tonder, (2004). This supports the writer's earlier contention that Black male senior managers in DWAF are better able to control the influence of patriarchal socialization in comparison with their Black male and female junior subordinates.

Table 13 reflects values obtained in respect of key indicators of transformational leadership ability such as intellectual stimulation, individualized consideration, and management by exception, etc. The table also reflects the scores of Black male and female senior managers in respect of key indicators of patriarchal socialization, i.e. patriarchy and cognitive dissonance. The table below illustrates Analysis of Variance values for Black Senior Managers

Table 14 - ANOVA – Black male and female Senior Managers

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Intellectual Stimulation	Between Groups	.000	1	.000	.002	.969
	Within Groups	4.676	27	.173		
	Total	4.677	28			
Individual Consideration	Between Groups	.127	1	.127	.534	.471
	Within Groups	6.420	27	.238		
	Total	6.547	28			
Management by Exception	Between Groups	.245	1	.245	.834	.369
	Within Groups	7.932	27	.294		
	Total	8.177	28			
Passive/Avoidant	Between Groups	.000	1	.000	.000	.992
	Within Groups	2.581	27	.096		
	Total	2.581	28			
Charisma (Modified)	Between Groups	.001	1	.001	.010	.922
	Within Groups	3.338	27	.124		
	Total	3.339	28			
Contingent Reward (modified)	Between Groups	.028	1	.028	.144	.707
	Within Groups	5.221	27	.193		
	Total	5.249	28			
Cognitive Dissonance (modified)	Between Groups	.297	1	.297	2.120	.157
	Within Groups	3.781	27	.140		
	Total	4.077	28			
PATmod	Between Groups	.076	1	.076	.127	.724
	Within Groups	16.198	27	.600		
	Total	16.274	28			

From Table 14 it is evident that significance tests were conducted only in respect of comparison between groups, i.e. between the Black male senior manager group and the Black female senior manager group. No significance testing was conducted in respect of comparisons within groups, i.e. comparison within the Black male senior manager and Black female senior manager groups respectively. One way ANOVA yielded the following results: 0.97 significance was found for intellectual stimulation in a between groups comparison, i.e. between the Black male senior manager and the Black female senior manager group. 0.47 significance was found for individualized consideration in a comparison between groups. 0.37 significance was found for management by exception and 0.92 significance was found for charisma. These results also support the hypothesis that Black females are better able to apply the principles of transformational leadership because they display a clear preference for the use of leadership techniques that support the implementation of a transformational leadership style. This contention is further supported by results from the qualitative analyses which reflect that the majority of respondents have indicated that Black female senior managers at DWAF are more transformational as leaders than their Black male colleagues.

No significant differences were found between the means of males and females in the Black senior manager group. The following values were obtained; Intellectual stimulation: 0.97, Individualized consideration: 0.47, Management by Exception: 0.37, Passive/Avoidant: 0.99, Charisma: 0.92, Contingent Reward: 0.71, Cognitive Dissonance: 0.16, Patriarchy: 0.72. (See Table 14).

The between groups significance for cognitive dissonance is fairly low, (.16). This indicates that the mean scores for both Black male and female senior managers vary very little from their actual scores.

The table below illustrates Analysis of Variance values for Black junior managers.

Table 15 - ANOVA - Black male and female junior managers

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Charisma (modified)	Between Groups	2.188	1	2.188	5.687	.028
	Within Groups	7.310	19	.385		
	Total	9.498	20			
Intellectual Stimulation	Between Groups	2.550	1	2.550	5.498	.030
	Within Groups	8.813	19	.464		
	Total	11.363	20			
Individual Consideration	Between Groups	2.893	1	2.893	4.989	.038
	Within Groups	11.018	19	.580		
	Total	13.911	20			
Contingent Reward (modified)	Between Groups	.115	1	.115	.433	.518
	Within Groups	5.070	19	.267		
	Total	5.185	20			
Management by Exception (modified)	Between Groups	.425	1	.425	.538	.472
	Within Groups	15.014	19	.790		
	Total	15.439	20			
Passive/Avoidant	Between Groups	.048	1	.048	.201	.659
	Within Groups	4.515	19	.238		
	Total	4.563	20			
Cognitive Dissonance	Between Groups	7.890	1	7.890	11.561	.003
	Within Groups	12.966	19	.682		
	Total	20.855	20			
Patriarchy	Between Groups	2.702	1	2.702	5.911	.025
	Within Groups	8.684	19	.457		
	Total	11.386	20			

From Table 15 it is evident that significance tests for between groups differences were conducted for the following domains, viz; Charisma (0.03), Intellectual stimulation (0.030), Individualized consideration (0.038) Contingent reward (0.52), Management by exception (0.47), Passive/Avoidant (0.66), Cognitive dissonance (0.003), and Patriarchy (0.03). The groups examined were Black male and female junior managers.

Differences between the means of the male and female respondents in the Black junior manager group were significant in the domains of charisma, intellectual stimulation, individualized consideration, cognitive dissonance and patriarchy. The tests for significance revealed the following F values, i.e. charisma: 5.69, Intellectual stimulation: 5.50, Individualized consideration: 4.99, Cognitive dissonance: 11.56, Patriarchy: 5.91. (See Table 15).

In the domain of contingent reward a comparatively insignificant difference in the means between groups was obtained, i.e. .12. This indicates that a fairly small difference exists between both groups regarding preference for a transactional style of leadership. In management by exception the difference in the means between groups is also fairly insignificant. The value obtained here is .43. This indicates a fairly small difference between groups regarding preference for this technique in leadership. The smallest difference in the means between groups for the domain of passive/avoidant was observed, i.e. .05. This indicates that a very small difference exists in terms of the preferences of both groups regarding an empowering leadership style.

The largest difference in the means between groups was observed in the domain of cognitive dissonance, i.e. 7.8. This indicates that the Black male and female senior manager groups differ significantly from each other regarding their perceptions of the prevalence of cognitive dissonance.

A fairly significant difference is also evident in the means between groups for the domain of patriarchy, i.e. 2.7. This indicates that both the male and female groups differ significantly regarding their interpretation of the impact of patriarchal socialization in the work situation.

An integrated discussion of results obtained from both the qualitative and quantitative analyses in relation to research propositions and hypotheses tendered follows.

5.13 Discussion of research propositions and hypotheses

The responses from the focus groups and interviews were evaluated together with the results from the questionnaires that were administered. The researcher evaluated the accuracy of the hypotheses by determining the statistical probability that the data

revealed true differences, as opposed to random sampling error. The practical significance of any deviation was evaluated in relation to its statistical significance.

5.13.1 Quantitative support for H1

HI = The power dynamics between Black female senior managers and their immediate Black male subordinates triggers cognitive dissonance amongst African Black male subordinates because of their patriarchal cultures of origin. No support was found for HI or the primary hypothesis from the results of quantitative analyses. Black male junior managers obtained relatively high scores in both cognitive dissonance and patriarchy. There is also a strong correlation between patriarchy and cognitive dissonance, (0.89). However, it appears that Black male junior managers employ strong coping mechanisms to transcend the influence of patriarchal socialization in terms of their interaction with Black female senior managers because of a distinct need to conform to organizational values. Organizational values do not support inequity or disrespect between individuals.

However, the quantitative analyses yielded results indicating a strong correlation between patriarchy and cognitive dissonance, especially among Black male junior managers. The results indicated that the element of patriarchy is present to a significant extent in Black male junior managers in DWAF. However, this presence is not allowed to negatively influence their interaction with their Black female senior managers. On the contrary, however, this element is significantly prevalent in interactions with their peers because they do not aspire towards the achievement of mutual objectives in conjunction with their peers. The element of patriarchy is not allowed to negate the interaction between Black male junior managers and their Black female senior managers because they are mutually contracted to achieve joint performance targets. This contention was supported in the qualitative analyses.

5.13.2 Qualitative support for HI

Participants in the interviews explicitly indicated that the influence of patriarchal socialization is being gradually transcended at DWAF because of the emphasis on mutual respect for individuals together with mutually consensual performance management contracts with their Black male junior managers. In addition, the strong emphasis on service orientation in the department also helps transcend the influence of patriarchal socialization.

In both the focus groups and the interviews there was majority consensus that factors such as development, education and exposure to interaction with other cultural groups has helped transcend the influence of patriarchal socialization. The dynamics between Black female senior managers and their Black male junior managers at DWAF does not trigger cognitive dissonance in Black male junior managers because of their patriarchal socialization. Black male junior managers do not exhibit qualities that are indicative of cognitive dissonance when in receipt of authority from Black female senior managers who are transformational. The high correlation between patriarchy and cognitive dissonance is not a reflection of social reality. However, junior managers in the 1st focus group indicated that Black male junior managers do not display the influence of patriarchal socialization when interacting with their Black female senior managers because they are bound by mutually consensual performance agreements. A display of patriarchal tendencies may jeopardise this relationship and will probably precipitate non-performance or delayed service delivery. However, Black male junior managers' interaction with their peers is not governed by mutually consensual performance agreements. Black male junior managers therefore tend to subtly display patriarchal tendencies when interacting with their peers. The junior managers in the 1st focus group agreed that this tendency was gradually diminishing due to the influence of education, exposure and cultural divergence. Data from the qualitative analyses support the contention that the influence of cultural impediments, like patriarchal socialization is gradually being eroded. It appears that Black male junior managers in particular, employ strong coping mechanisms to transcend the influence of their patriarchal socialization in terms of their interaction with Black female senior managers. The levels of patriarchy in both Black male and female junior managers are fairly significant. The influence of patriarchal socialization amongst Black males is not evident, particularly in terms of their interaction with Black female senior managers because of the strong political persuasion towards mutual individual respect and gender equity in conjunction with an emphasis on a performance and service oriented organizational culture. Black male and female senior managers obtained low scores for cognitive dissonance. This indicates that they are better able to control the influence of patriarchal socialization.

5.14 Quantitative support – H2

H2 = Black female senior managers are more transformational as leaders than their Black male colleagues. Sufficient support was found for this hypothesis in both the

results from the quantitative analyses as well as the qualitative analyses. The quantitative analysis yielded results that indicate higher scores for Black female senior managers in the domains of individualized consideration, intellectual stimulation and charisma compared to their Black male colleagues. These are key indicators of a transformational leadership style.

5.14.1 Qualitative support – H2

Participants in both the focus groups and the interviews agreed that Black female senior managers at DWAF are more transformational as leaders than their colleagues. Factors supporting this contention include majority consensus from both focus group respondents and interviewees that Black women and women in general, possess qualities such as empathy, holistic thinking, transparent interaction, active concern and nurturance that support the implementation of principles associated with transformational leadership.

5.15 Quantitative support for research propositions

No support was found in the quantitative analyses for the first research proposition. The power dynamics between Black female senior managers and their subordinates does not trigger cognitive dissonance because of the patriarchal socialization that Black males experience. Black senior managers, in particular obtained low scores for cognitive dissonance and patriarchy. This indicates a better ability to control the influence of patriarchal socialization. (See reasons given for quantitative support – H1 above).

The second research proposition, i.e. dysfunctionality in management systems at DWAF is precipitated as a result of the dynamics between Black female senior managers and their subordinates, also found no quantitative support. The influence of patriarchal socialization is gradually being transcended. Despite the high scores obtained by Black male junior managers in the variables cognitive dissonance and patriarchy no evidence could be found that these variables impede the quality of interaction between Black male junior managers and their Black female senior managers. Dysfunctionality in management systems at DWAF is not precipitated as a result of the power dynamics between Black female senior managers and their Black male junior managers. No dysfunctionality in management systems is evident at DWAF. The interaction between Black female senior managers and their

subordinates is managed to obtain mutual consensualism regarding the drive towards achievement of performance objectives. This strategy transcends the influence of cultural impediments like patriarchal socialization and the resulting cognitive dissonance which otherwise would probably have impeded interaction between Black female senior managers and their subordinates.

The 3rd research proposition is Black female managers in DWAF are more transformational as leaders than their Black male colleagues. Sufficient support was found for the third research proposition in both the results from the quantitative analyses as well as the results from the qualitative analyses. (See reasons given for H2 above).

The results from the questionnaires indicated that African Black female senior managers are more transformational than their African Black male colleagues because they indicated a preference for utilizing techniques that are associated with a transformational leadership style. The inference is that they consequently would be better able to apply the qualities and values that are associated with transformational leadership techniques.

Black females and females in general do possess a fairly significant level of qualities that positively predispose them towards effectively applying the principles associated with transformational leadership. The results from the quantitative analyses reveal that Black female senior managers scored high mean values and obtained high significance between groups in the ANOVA with regards to the domains which are key indicators of qualities which are prerequisite for effectively implementing the principles associated with transformational leadership. The domains in which Black female senior managers scored high values are individualized consideration, intellectual stimulation and charisma.

5.16 Qualitative support – research propositions

The first research proposition is; power dynamics between Black female senior managers and their Black male junior managers triggers cognitive dissonance in Black males because of their patriarchal socialization. There was majority consensus amongst participants in both the focus groups and interviews that power dynamics between Black female senior managers and their Black male junior managers does

not trigger cognitive dissonance because of the patriarchal socialization that Black males are exposed to during their development. In fact, strong management systems and the use of transformational leadership techniques has helped transcend the influence of patriarchal socialization. The quality of the interaction between Black male junior managers and their Black female senior managers has consequently been strengthened.

The second research proposition is; power dynamics between Black female senior managers and their Black male subordinates precipitates dysfunctionality in management systems at DWAF. No qualitative support for the second research proposition was found. None of the participants in both the focus groups and the interviews gave any indication of dysfunctionality in management systems at DWAF. It also follows that no support was found for this proposition because no evidence was found that the power dynamics between Black female senior managers and their Black male junior managers precipitates cognitive dissonance because of patriarchal socialization that Black males are exposed to during their development.

The third research proposition is that Black female senior managers at DWAF are more transformational as leaders than their Black male colleagues. Sufficient support was found amongst the participants in both the interviews and the focus group for this proposition. Participants in both the interviews and the focus groups agreed that Black females and females in general possess qualities like nurturance, empathy active concern and transparency that support the implementation of a transformational leadership style. The theme that emerged from the qualitative analyses was that Black female senior managers at DWAF are in the process of implementing techniques and principles associated with a transformational leadership style.

5.17 Limitations of this Study

Essential response bias has been detected in the MFLQ5X. The MFLQ5X measures leadership behaviour without assessing the extent to which underlying factors influence the effectiveness of the behaviour. The small sample used in this study is a definite limitation. The total population of 100 was used. A 50% response rate was obtained.

The writer has not factored the possible effect that progressive social transformation has had into the change in attitudes and perceptions of the target population. The writer initially identified 4 of the largest national government departments in terms of their staff complements as his target population.

The government departments initially identified were Education, Public Service and Administration (DPSA), Foreign Affairs (DFA) and Water Affairs (DWAF).

Education indicated that it would not be feasible for senior managers to participate in this study because of work pressure and related time constraints.

The Director-General (DG) (DFA) declined permission to conduct a study in that department. Persons requiring permission to conduct research in that department require top secret clearance. Permission to proceed with top secret clearance procedures was denied. The DG at DPSA supported this study and subsequently ensured that access to his department's senior managers was granted. However, the response from senior managers was not swift enough to meet the writer's due date. The writer consequently opted for DWAF as his target population.

5.18 Constraints experienced in this study

There are only 2 domains in Part 2 of both questionnaires. The number of domains is too little, i.e. more domains have to be created with fewer questions per domain. This will enable both effective item analyses and correlation. This inadvertently requires the restructuring of the questionnaire with a view to increasing the number of domains while simultaneously reducing the number of questions allocated per domain.

Part 1 of the questionnaire, i.e. the MFLQ5X, cannot be re-tested for reliability in view of the response rate of 50% in a population of 100. The response rate *per se* is acceptable. However, the sample size was not acceptable for the purposes of confirmatory factor analysis. There are insufficient items in relation to the percentage of responses received. This is indicative of the fact that the population needs to be increased in order to enable effective reliability testing and item analyses for Part 1 of the questionnaire. The validity of this questionnaire has already been established Avolio, et al (1999).

The writer also encountered extreme time constraints due to the slow response of the DPSA as well as the lengthy period of 6 weeks that DFA took to respond to the writer's request for permission to conduct research in that department. A discussion of results obtained from this study in conjunction with conclusions and recommendations made by the writer follows.

CHAPTER 6: DISCUSSION AND CONCLUSIONS

6.1 Patriarchy and Cognitive dissonance

No support was found for HI or the primary hypothesis. Black male junior managers who experience patriarchal socialization do not exhibit qualities that are indicative of cognitive dissonance when in receipt of authority from Black female senior managers who are transformational. In fact the results of the qualitative analyses clearly indicate that no association could be found between patriarchal socialization, cognitive dissonance and transformational leadership. However, the reality at DWAF is that the implementation of transformational leadership techniques in conjunction with principles espoused by Ubuntu significantly transcends the influence of patriarchal socialization in Black male junior managers. This results in a cohesive group culture. No evidence was to found to support the proposition that the power dynamics between Black female senior managers at DWAF and their Black male junior managers precipitates cognitive dissonance because of the patriarchal socialization that Black males are exposed to during their development.

The results from the quantitative analyses indicate a strong presence of patriarchy in Black male junior managers. This element is not prominent in Black male senior managers. However, the element of patriarchal socialization in Black male junior managers at DWAF is not allowed to negate the interaction between themselves and their Black female senior managers, primarily because they are party to mutually consensual performance agreements in conjunction with their Black female senior managers. It appears that the experiences of the Black female senior managers in the department do not coagulate with that of the middle managers because they are of the opinion that both Black female and male junior managers in the department do not portray qualities that are indicative of their patriarchal socialization. This anomaly could be attributed to a difference in the way Black male junior managers relate to their peers, as opposed to the quality of interaction they have with their senior managers.

The inter-relationship between variables like cognitive dissonance and patriarchy in relation to the receipt of authority from a transformational Black female senior manager has not been explored in the literature before. However, the findings in the field are that this proposition has been negated.

Booysen, (2001) found that African blacks believe in inequality between the sexes and sex role discrimination because they scored low on gender egalitarianism. This would have contributed to the retention of patriarchal attitudes in relationships between men and women. The reality in DWAF, with regard to Black male junior managers is that value and belief systems that emanated from a primarily patriarchal socialization are gradually being eroded by factors like cultural convergence, exposure, development, professionalism and acceptance of diversity. The organizational culture that has emerged at DWAF post 1994 is one that accentuates gender equity whilst simultaneously emphasising respect, acceptance, co-operation and consensus, etc. These are principles espoused by the philosophy of Ubuntu. The implementation of these principles within the context of group dynamics at DWAF has effectively contributed to a succinct but deliberate strategy to gradually erode belief and value systems that are based on the influence of patriarchal socialization.

Data from the qualitative analyses indicated that Black male and female junior managers did not portray qualities that were indicative of their patriarchal socialization in situations where they were in receipt of authority from their Black female senior managers. Neither did Black male and female junior managers experience any difficulty in reconciling their socialized values with their work values. This contention is also not supported in the literature because this particular phenomenon has not been studied before.

Results from the quantitative analyses indicated that patriarchy strongly correlates with cognitive dissonance, particularly amongst Black male junior managers. However, this element does not significantly negate the interaction between Black female senior managers and their subordinates for two reasons. First, Black female senior managers implement mutually agreed business plans with their Black male subordinates. Second, the joint performance targets between Black male and junior managers and their Black female senior managers ensure that the influence of patriarchal socialization does not negate joint achievement of targets. Black male junior managers are fully cognisant of the adverse repercussions of non-achievement of joint performance targets vis a vis service delivery targets.

In view of the fact that no qualitative support could be found for the proposition that patriarchy triggers cognitive dissonance in Black male subordinates because of their

patriarchal socialization, no indication was found that the power dynamics between Black female senior managers and their Black male junior managers precipitates dysfunctionality in prevailing management systems within DWAF.

6.2 Qualities supporting the use of transformational leadership

Results from the qualitative and quantitative analyses support the following proposition, i.e. Black women possess qualities which support the implementation of a transformational leadership technique. Black women and women in general are considerate, empathetic and nurturing. These innate qualities enable women to exercise active concern for people and their needs, thus facilitating the development of cohesive and synergistic teams. These qualities also inform the effective application of the principles of transformational leadership e.g. intellectual stimulation, charisma, individualized consideration, etc. Kabacoff, (1998), cited by Appelbaum, (2003) found that women tend to be more empathetic in that they demonstrate an active concern for people and their needs. This is conducive to the formation of close, supportive and cohesive relationships with others while simultaneously facilitating inter-personal communication. This quality helps women apply individualized consideration, a principle of transformational leadership, more effectively. This is supported in the literature. Alimo-Metcalfe, (1995) found that a transformational leadership style is associated with a feminine leadership style in view of the emphasis on intellectual stimulation and individualized consideration afforded to employees.

6.3 The link with Ubuntu

The leadership style practised by Black female senior managers within the department is reflective of Ubuntu principles. Research conducted by Khoza, (1994) and cited by Booysen, (2001) provides support for the contention that cross pollination between the principles espoused by Ubuntu and transformational leadership has occurred because both emphasise the use of support, commitment, acceptance, respect, co-operation, consensus, caring, sharing, solidarity and communalism. The ability of Black females to reintegrate individual contribution into a team context with a view to promoting group cohesiveness and synergy is also supported in research conducted by Khoza, (1994) who found that a core element of Ubuntu is collective achievement. This is indicative of the fact that Black female

senior managers within DWAF are effectively practising a combination of the principles espoused by both Ubuntu and transformational leadership.

Khoza. (1994) found that a core element of Ubuntu is collective achievement. The leadership style exhibited by Black female senior managers at DWAF is broadly reflective of a cross-pollination of the principles espoused by both transformational leadership and Ubuntu. Sustained cohesiveness within the context of group dynamics forms an integral part of this approach. However, an existing danger is that sustained implementation of Ubuntu principles without qualifying it periodically with elements or principles espoused by transformational leadership may compromise the need for individual incentivization in an organizational culture that is accustomed to the hybrid influences of both Western culture and Ubuntu. The emphasis on collective achievement and communalism espoused by the humanistic philosophy of Ubuntu may degenerate into groupthink if the necessary checks and balances are not established.

6.4 Discussion of secondary hypothesis

The secondary hypothesis or H2 was proved. The results obtained from both sets of qualitative analyses indicate that the majority of senior managers agree that Black female senior managers possess the qualities that positively predispose them towards the effective implementation of principles espoused by transformational leadership. This is supported by Kabacoff, (1998) cited by Appelbaum, (2003) who found that women tend to be more empathetic in that they demonstrate an active concern for people and their needs. This is conducive to the formation of close, supportive and cohesive relationships with others while simultaneously facilitating inter-personal communication.

The fact that women possess qualities that support the implementation of transformational leadership was confirmed in research in the field of leadership conducted by Booysen, (2001). Indicators such as uncertainty avoidance, humane orientation, performance orientation, gender egalitarianism and power distance were used. The results of her study indicate a probable link between African humanism or Ubuntu and transformational leadership Booysen, (2001).

The findings of Booysen, (2001) regarding humane orientation in respect of Black females, in particular provide support for the contention that Black females will be better able to implement transformational leadership techniques, i.e. Kabacoff, (1998) cited by Appelbaum, (2003) supports the findings of Booysen, (2001) regarding humane orientation. This contention also found support in the results from the quantitative analyses.

Black females are positively disposed towards using transformational leadership techniques. The results from the quantitative analyses, i.e. the MFLQ5X administered to Black senior managers indicate that Black female senior managers obtained high scores in the domains of individualized consideration and intellectual stimulation in comparison to their male colleagues. These domains are key indicators of qualities that are prerequisite to effective application of the principles associated with transformational leadership

The empathetic and nurturing attributes of women promote the development of cohesive, committed and synergistic working relationships. This is based on the initial development of value congruence and is clearly indicative of the ability of women to more successfully execute the principles espoused by transformational leadership as opposed to their male colleagues.

Meglano et al (1989), cited by Krishnan, 2003 indicated that value congruence between supervisors and employees has been found to be significantly related to employee commitment and satisfaction.

Posner, 1992 cited by Krishnan, 2003, found that perceived value congruence is directly related to positive work attitudes. The application of transformational leadership principles such as individualized consideration, intellectual stimulation and charisma etc precipitates value congruence because employees develop mutual consensus with their supervisors regarding the achievement of objectives identified in conjunction with their supervisors. This is attributable to cross pollination between the application of transformational leadership principles and the development of value congruence. The extent to which transformational leadership principles are applied also influences the level of value congruence established. Alimo-Metcalfe, 1995

found that a transformational leadership style is associated with a feminine leadership style in view of the emphasis on intellectual stimulation.

The results of the quantitative analyses indicate that Black female senior managers at DWAF prefer the use of leadership approaches like individualized consideration and intellectual stimulation which are closely associated with a transformational leadership style. Females are more empathetic, have a higher level of understanding, nurturing qualities and individualized consideration. Male leaders tend towards a transactional approach. Females are particularly adept at integrating individual competences into teams with a view to enhancing group dynamics and collective achievement. This view was confirmed by Erasmus, (1998) who found that women are ideally suited to the nurturing and developmental posture adopted by transformational leaders in their quest to develop individuals to their full potential, because of their naturally designated role as care-givers to newborn children.

Kabacoff, (1998) cited by Appelbaum, (2003), found that females possess qualities that will facilitate the adoption of transformational leadership techniques. In view of the fact that majority consensus exists at DWAF that Black female senior managers are more transformational as leaders than their Black male colleagues, the writer has concluded that Black females and females in general possess the capacity to be more transformational as leaders than their male colleagues.

6.4.1 A constraint of implementing transformational leadership

A respondent from the 2nd focus group indicated that Black female senior managers have displayed a tendency to overcompensate when using transformational leadership techniques like individualized consideration. This resulted in perpetuating the weakness that prompted the use of the intervention. Black female senior managers in DWAF who emanate from an environment in which they were severely discriminated against, pre-1994, have developed a sense of inadequacy and a lack of confidence. This factor in conjunction with their socialization into a subservient role may contribute to their lack of confidence and assertion in terms of implementation. This contention was supported by Black female senior managers in both the interviews and the focus group. The results from the quantitative analyses also support this contention because Black females scored higher means in respect of patriarchy as opposed to their male colleagues. This is an indication of the

recognition of the Black male's cultural leadership role and the subservient culture that the majority of Black females were socialized into during their development.

6.4.2 Leadership differences

One of the themes that both the focus groups and the interviews discussed was whether differences in leadership style are attributable to gender differences. No conclusive data was found in the qualitative analyses to support this proposition. The female focus group as well as data from all the interviews conducted with Black female senior managers in DWAF indicated that differences in leadership style are attributable to gender differences. The participants in the second focus group, comprising only Black male senior managers in DWAF, concurred that differences in leadership style are not attributable to gender differences. The majority of participants in the qualitative analyses therefore concur that differences in leadership style are attributable to gender differences. The results from the quantitative analyses indicate that Black female managers obtained high scores on the domains of individualized consideration and intellectual stimulation. These domains are associated with qualities such as nurturance and empathy, etc. The inference is that differences in leadership style are associated with gender differences because Black male senior managers indicated preference for a transactional leadership style. Rosener, (1995) confirmed that gender differences in leadership do exist. The inference is that gender differences regarding leadership style is situation-specific, i.e. differences in leadership style are attributable to gender differences but are not applicable to all situations.

6.5 **RECOMMENDATIONS**

6.5.1 Suggested use of the attributes of Black females

The attributes that are characteristic of African Black females should ideally be used in the context of a nurturing role to optimize the use of available resources in South Africa. Economic development is closely aligned to a maximization of available human resource potential. A cornerstone of the New Economic Partnership for African Development (NEPAD) is therefore to ensure that people are organized into economically productive sectors by systematically identifying, nurturing and developing latent potential in the workforce. This will ultimately promote significant economic development and facilitate the development of synergy between various

African states. This is a key consideration in successfully implementing the NEPAD programmes.

African Black female senior managers employing transformational leadership techniques may have to use this technique in conjunction with the principles espoused by the humanistic philosophy of Ubuntu in order to stimulate an incisive and holistic understanding of the organizational identity. The use of this combination may also result in a clearer understanding of cause and effect relationships between the organization and its environment while simultaneously promoting the development of a cohesive group culture. This scenario may be particularly applicable to the interaction between African Black female senior managers and their immediate African Black male sub-ordinates. Black female senior managers at DWAF are ideally equipped to utilize innate qualities to identify and empathize with their subordinate's self-concept via individualized consideration. This will inform gradual progression towards internalization of common values and beliefs vis-à-vis the common mission and vision.

African Black females are ideally equipped to cultivate and retain a hybrid leadership style for South Africa. The writer therefore strongly recommends that the implementation skills of Black female senior managers within DWAF be strengthened. This will enable these managers to effectively implement a hybrid leadership style, i.e. a combination of the principles espoused by both transformational leadership as well as Ubuntu. The department will benefit because cohesive group cultures supporting collective achievement will be formed. This will facilitate the development of synergy between the various units that currently work in silos. Negation of fragmented resource usage will consequently be achieved.

6.5.2 Recommendations regarding Ubuntu and transformational leadership

A link probably exists between Ubuntu and transformational leadership. The merging of the principles espoused by Ubuntu with the principles espoused by transformational leadership will probably strengthen the application of transformational leadership techniques. The principle of Ubuntu, a principle component of Afro-centrism, also integrates easily with transformational leadership. An additional complementary factor that integrates well with transformational leadership is servant leadership. The population of Africa is dispersed over a large

geographical area. This is not conducive to economic integration and the development of uniform living standards. The *status quo* is conducive to fragmented and irregular service delivery. The writer therefore recommends the implementation of a hybrid leadership style incorporating elements of transformational leadership as well as elements from the philosophy of Ubuntu at DWAF.

6.5.3 Sustained use of transformational leadership techniques

The application of transformational leadership techniques which incorporate elements like individualized consideration and inspirational motivation are ideally suited to gradually eradicating the influence of patriarchal socialization. In view of this the writer recommends the sustained application of transformational leadership techniques in conjunction with Ubuntu in DWAF.

Results from the 1st focus group conducted with Black female senior and junior managers in DWAF indicate that the element of patriarchy is prevalent primarily in younger Black males within the department. However, the influence of patriarchal socialization is being transcended by effective management systems and other factors like improved literacy levels, exposure, cultural convergence, development and the strong emphasis on individual respect and a service oriented organizational culture.

Reiterative inspirational motivation will assist in effecting an attitudinal transformation with regards to the element of patriarchy in as far as African Black males are concerned. African Black males' perception of the ineffectiveness of African Black women as leaders will gradually be eroded despite the resolute acculturation they experienced which resulted in the formation of presently held value and belief systems. The notion that African Black female leaders are extremely well suited to implementing transformational leadership techniques within the context of the unique African situation will be cultivated and subsequently reinforced.

6.5.4 Building a sustainable platform

It is recommended that a quota system for the recruitment of African Black and other female managers be introduced into organizations. This will provide a platform for the introduction of particularly African Black feminine values into organizations in the private sector, thereby empowering women managers in the corporate arena. The

subsequently enlarged pool of managerial talent will provide a diversified environment from which to extract holistic perspectives on the challenges facing organizations in South Africa. There is strength in diversity. Organizations will acquire the tools to pro-actively prepare themselves for the economic challenges of the 21st century Booysen, (2000).

6.5.5 Challenges and adaptation – Black females

Although most people's behaviour is guided by internalized cultural socialization, which forms their basic frame of reference, people can to a certain extent deviate from their cultural frameworks with a view to adapting to varying situations and developing effective communication strategies with others Booysen, (1999).

This statement provides support for the stance adopted by African Black women who have entered the corporate arena. They have encountered a climate that requires adaptation far removed from their cultural frameworks. These women consequently deviate from socialized behavioural patterns with the intention of adapting to their corporate environments. Adaptation and the use of flexibility, networking, teamwork and trust will inform successful leadership in organizations by women.

An essential prerequisite to successful leadership of today's flatter organizations is flexibility, networking, teamwork, trust, information sharing and empowerment. The networking quality in women's leadership styles is also conducive to transversal collaboration across organizational departments in a large organization such as DWAF. There is a tendency at DWAF to practise "management in silos". The sustained use of techniques such as networking, teamwork, trust, information sharing and empowerment will augment prevailing management techniques at DWAF. These techniques are already being used to a certain extent by Black female senior managers at DWAF. This practice will also gradually erode management techniques that support fragmented resource utilization at DWAF.

The writer consequently strongly recommends adoption of a hybrid leadership style, comprising elements of Ubuntu and transformational leadership at DWAF, as well as in organizations across South Africa. Female leaders are ideally positioned, given their innate qualities, to pursue the implementation of such a hybrid leadership style.

6.5.6 Suggestions for future research

The writer recommends that this study be extended to include a broader representation of the Black staff complement in the Public Service. Smaller samples of 30 are taken in at least 10 government departments to consolidate a larger target population. This would provide a cross-section of the Public Service as a target population. The expected results from such a study would consequently be strengthened and would also enable an extrapolation of the results to the broader Public Service.

At least 1 interview and 2 homogeneous focus groups should be conducted in conjunction with the distribution of questionnaires to relevant population groups in individual government departments with a view to triangulating the results.

An independent study should be conducted in the provincial departments, particularly the Eastern Cape. It appears that the phenomenon and variables that have been investigated is particularly pervasive amongst the predominantly patriarchal Xhosa nation which forms the majority of the population that inhabits the Eastern Cape Province.

APPPENDIX A- MFLQ5X

A revised questionnaire consisting of 36 questions devised by Bass and Avolio, (1999) which is designed to test whether leaders are either transformational, transactional or laissez faire.

Scale CH IS IC CR MA P/A

CH1 "proud of him/her"

CH2 "goes beyond self-interest"

CH3 "has my respect"

CH4 "displays power and confidence"

CH5 "talks of values"

CH6 "models ethical standards"

CH7 "considers the moral/ethical"

CH8 "emphasizes the collective mission"

CH9 "talks optimistically"

CH10 "expresses confidence"

CH11 "talks enthusiastically"

CH12 "arouses awareness about important issues"

IS1 "re-examines assumptions"

IS2 "seeks different views"

IS3 "suggests new ways"

IS4 "suggests different angles"

IC1 "individualizes attention"

IC2 "focuses your strengths"

IC3 "teaches and coaches"

IC4 "differentiates among us"

CR1 "clarifies rewards"

CR2 "assists based on effort"

CR3 "rewards your achievement"

CR4 "recognizes your achievement"

MA1 "focuses on your mistakes"

MA2 "puts out fires"

MA3 "tracks your mistakes"

MA4 "concentrates on failures"

P/A1 "reacts to problems, if serious"

P/A2 "reacts to failure"

P/A3 "if not broke, don't fix"

P/A4 "reacts to problems, if chronic"

P/A5 "avoids involvement"

P/A6 "absent when needed"

P/A7 "avoids deciding"

P/A8 "delays responding"

CH = Charisma/Inspirational; IS = Intellectual Stimulation; IC = Individualized Consideration; CR = Contingent Reward; MA = Management by Exception (Active); P/A = Passive/Avoidant.

APPENDIX B: INTERVIEW SCHEDULE

The questions that were posed to individual interviewees were also presented for discussion in both the homogeneous focus groups. The questions were designed to answer the research questions in this study. The 7 questions that were posed are listed below.

1) To what extent do the power dynamics between Black female senior managers and their Black male junior managers trigger cognitive dissonance and hence dysfunctionality of prevailing management systems within the Department of Water Affairs and Forestry (DWAF) because of the patriarchal socialization that most Black males experience during their development?

2) Are Black female senior managers in (DWAF) more transformational as leaders than their Black male colleagues? Provide reasons.

3) What qualities do Black females in DWAF possess that positively predispose them towards the successful application of transformational leadership principles?

4) What qualities do both Black male and female junior managers in DWAF exhibit that are indicative of their patriarchal socialization? Does either group exhibit more qualities than the other?

5) Provide examples of instances, in terms of your own interaction, where either or both your Black male and female junior managers exhibited difficulty in reconciling their socialized values with the values that prevail within your work environment, when faced with authority from yourself.

6) To what extent is the above situation attributable to the patriarchal socialization that the majority of Black males and female junior managers in DWAF experience?

7) Indicate the differences that exist in leadership style that are attributable and directly associated to gender differences.

APPENDIX C: TRANSCRIPT OF INTERVIEWS.

Respondent 1 was interviewed on 2005/09/07 at 10:45 at the local museum. Her responses to the interview questions follow.

1) She said, "The power dynamics between Black female senior managers and their Black male junior managers does not precipitate cognitive dissonance in Black male junior managers because of their patriarchal socialization. The element of patriarchy is particularly prevalent amongst Black males. However within the context of my directorate this element is managed and is not allowed to negate the quality and level of interaction between my Black male junior managers and myself. Other more powerful intervening variables such as educational levels, (most managers are professionals within the department), level of exposure, the merging of cultural influences, and the strong emphasis on service orientation within the organizational culture in the department overrides the influence of patriarchal socialization in Black junior managers in terms of their interaction with their senior managers."

2) "Both Black female and Black male senior managers in DWAF are equally transformational as leaders. This is directly attributable to factors such as socialization, cultural influences, work situation and the prevailing organizational culture within the department. These factors have become particularly influential post 1994, given the expanded level of exposure to cultural diversity that Blacks have experienced during this period."

3) "Black women and women in general are considerate, empathetic and nurturing. These innate qualities enable women to exercise active concern for people and their needs, thus facilitating the development of cohesive and synergistic teams."

4) "The qualities or tendencies that reflect Black males' patriarchal socialization, in particular, are prevalent but negligible and extremely insignificant in terms of precipitating dysfunctionality of prevailing management systems. Neither group exhibits more qualities indicative of patriarchal socialization as opposed to the other. Powerful intervening variables such as cultural meshing or convergence, exposure, educational levels and development post 1994; together with the prevailing service oriented organizational culture has overridden the possible influences of patriarchal

socialization in respect of both Black male and female junior managers in my directorate."

5) "Mr -----, shot his wife and subsequently committed suicide because he was vehemently opposed to women participating in strategic planning processes and hence their participation in boardroom activities. This is an example of a Black senior manager who was unable to reconcile his socialized values with the values that were beginning to prevail in the department post 1994, particularly in respect of gender equity. These instances are rare. Although I did not directly interact with Mr ---- it is clear that he was unable to reconcile his socialized values with the values he was expected to adopt in terms of the organizational culture post 1994. In my opinion this probably precipitated frustration due to an inability to cope with change, cognitive dissonance and subsequently depression followed by suicide. In terms of my own interaction with my Black male junior managers and Black female senior managers, I have not encountered resistance to my authority from either group. My conclusion is that neither group experiences difficulty in reconciling socialized values with the values they are expected to portray in terms of the prevailing organizational culture."

6) "Factors indicated previously, e.g. education, exposure cultural convergence, development and the strong emphasis on service delivery within the organizational culture in the department overrides the influence of patriarchal socialization with respect to Black male junior managers significantly. Their inclusion and mutual consensus regarding the achievement of common objectives is another significant factor contributing to the negation of the influence of patriarchal socialization."

7) "Women adopt a more empathetic and inclusive approach to leadership, thus allowing them to plan strategically in a holistic context. On the other hand, males are more authoritative and transactional in their approach to leadership. The empathetic and nurturing attributes of women promote the development of cohesive, committed and synergistic working relationships. This is based on the initial development of value congruence and is clearly indicative of the ability of women to more successfully execute the principles espoused by transformational leadership as opposed to our male colleagues."

Respondent 2 was interviewed at the local library on 08/09/05 at 11:00. Her responses to the interview questions are listed below.

1) "Black male junior managers in this department, like other public servants, are dependent on their salaries. They do not have a choice but to ensure effective interaction, particularly when they find themselves with Black female senior managers. Allowing themselves to succumb to cognitive dissonance will only accelerate their frustration. In my opinion the majority of Black males in this department have made an informed decision. The decision to strive towards synergy with their Black female senior managers is the preferred choice as opposed to allowing the influence of patriarchal socialization to promote cognitive dissonance thus contributing to fragmented inter-personal communication and interaction with their senior managers. In this regard Black male junior managers, post 1994 in DWAF have developed effective coping mechanisms that are informed by the creation of awareness regarding broader social transformation agenda issues such as gender equity and the critical need for cultural convergence. This translates to an effective recipe for the development of group cohesiveness and synergy in terms of working relationships."

2) "Yes. Black female managers in DWAF expect to be treated differently because of the culture that prevailed pre-1994, i.e. a male dominated organization culture in which more than 70% of professional and technical positions were retained by White males. The emphasis on gender equity by the current political principal of the department has consequently provided an opportunity to Black female senior managers to ensure inclusivity for all employees in the department. Black women managers in the department are particularly receptive to transformation imperatives and consequently make significant efforts to contribute towards objectives supporting government's broader social transformation agenda. In my opinion, therefore Black female senior managers in DWAF are more transformational than their male colleagues."

3) "Holistic thinking, an ability to assimilate related information and apply it in situations where no previous reference framework exists, nurturance, individualized consideration, etc. predispose Black women towards the effective application of transformational leadership imperatives."

4) "In terms of my personal interaction with my Black male and female junior managers, I have not experienced any differences that are indicative of the influence of patriarchal socialization in either group. No specific qualities are exhibited by either group that are indicative of patriarchal socialization. My Black male junior manager is Shangaan. He is very loyal and respectful. In my opinion, cultural dynamics is a significant factor influencing patriarchal socialization, i.e. the Shangaan Black male is more tolerant, respectful and loyal than the Tswana male. My female junior manager is White and consequently does not factor into this equation. I also agree that the influence of patriarchal socialization with respect to Black males has to a significant extent been overridden by transformational imperatives within the context of DWAF."

5) "I am not able to provide examples because the scenario being described has not occurred at all within the context of my span of authority. I agree that males and females differ in terms of personality traits possessed. However, neither my Black male nor my Black female junior managers have at any time exhibited tendencies that are indicative of irreconcilable values when faced with authority from myself. The level of literacy amongst Blacks post 1994 has escalated exponentially. This together with the professional background that the majority of Black managers come from in the department has contributed positively towards overcoming the influence of patriarchal socialization."

6) "The situation does not exist."

7) "Female leaders possess characteristics or attributes that positively predispose them towards the effective use of transformational leadership skills. These attributes include inclusive leadership, holistic thinking, empathy and the ability to contextualize individual roles within a team with a view to developing a cohesive unit, i.e. they possess the ability to re-integrate individual skills to add value in terms of unit or team performance. This facilitates synergy and subsequently the development of a cohesive team. The leadership style practised by Black female senior managers within the department is reflective of Ubuntu principles."

Respondent 3 was interviewed at her home on 2005/0913 at 08:30. Her responses to the interview questions are listed below.

1) "In my opinion none of my Black subordinates experience cognitive dissonance because of their patriarchal socialization. The dynamics within inter-personal relationships in my Directorate are managed effectively. Conflict is not permitted to degenerate into a dysfunctional state by ignoring it. People engage each other constructively with a view to achieving consensus. My authority is contextualized within the manager-subordinate relationship. It is not misdirected. Decisions are taken in an environment of mutual consensus because my subordinates are fully cognisant of the rationale that directs decisions taken in the directorate. Decisions taken are intended to achieve objectives which are outlined in the constitutional mandate of the department. The manager consequently plays a crucial role in terms of contextualizing and directing the flow of inter-personal communication in manager-subordinate relationships. An experienced manager knows how to relate to junior managers. In my directorate Black junior managers are not susceptible to cognitive dissonance because relationships and interaction are constructively managed."

2) "In my experience, Black female senior managers in DWAF adopt a strong stance with regard to transformational imperatives like gender equity, employment equity etc. Their efforts are directed towards achievement of objectives related to government's broader social transformation agenda particularly because they were severely discriminated against in this department prior to 1994. They are therefore determined to prevent recurrence. Black female senior managers in DWAF are therefore champions of transformational imperatives to a greater extent than their male colleagues."

3) "My view is that Black females and females in general are not necessarily in possession of innate qualities that positively predispose them towards the effective implementation of the principles espoused by transformational leadership. Female leaders who are transformational in DWAF acquire this leadership technique by virtue of knowledge and development. There is no distinct predisposition in terms of qualities that favour females in respect of transformational leadership skills."

4) "No qualities indicative of patriarchal socialization are exhibited by both Black male and female junior managers. The unit I direct is small and functions cohesively. There is mutual respect and understanding between all role-players in the directorate, subordinates and I included."

5) "No role conflict, nor an indication of irreconcilable values being prevalent, either with Black male or female junior managers, has been found in my directorate. Challenges are addressed effectively by way of constructive engagement with the relevant role-players. Consensus or at the least compromise is the objective. However, I exercise care to ensure that the departments objectives are not compromised in pursuit of personal agendas."

6) "The set of conditions described above does not exist in my directorate. Literacy and developmental levels, post 1994, have accelerated cultural convergence thus contributing significantly to a gradual erosion of value and belief systems that were based on patriarchal socialization. The other factor contributing to this are the strides towards gender equity and mutual respect made by our political principal. These factors inclusion in our organizational culture, together with the emphasis on a service-oriented culture within the department are major factors contributing to the eradication of the influence of patriarchal socialization in the department."

7) "Females are more empathetic, have a higher level of understanding, nurturing qualities and individualized consideration. Male leaders tend towards a transactional approach. Females are particularly adept at integrating individual competences into teams with a view to enhancing group dynamics and collective achievement."

Respondent 4 was interviewed at her home at 15:00 on 2005/09/13. Her responses to the interview questions are listed below.

1) "The few female senior managers in the department are viewed as role models. In my interaction with my Black male and female junior managers, I have not detected an indication of the influence of patriarchal socialization. No evidence exists that this factor may have triggered cognitive dissonance either, because the organizational culture within the department is service delivery oriented. Development, cultural convergence, improved literacy levels amongst Blacks post 1994 and the strong emphasis on achievement of departmental objectives via focused work plans and programmes of work are significant factors contributing to the erosion of the influence of patriarchal socialization, particularly amongst Black male junior managers. Within the context of DWAF it is evident that the majority of Black female senior managers practise leadership styles that include both Ubuntu and transformational leadership

principles. It is also evident that this type of leadership style is one of the factors responsible for enhancing group dynamics. The receipt of transformational leadership by Black male junior managers from Black female senior managers in DWAF does not precipitate cognitive dissonance because of their patriarchal socialization. Other more powerful intervening variables such as improved literacy levels, cultural convergence, development, etc in conjunction with the receipt of transformational leadership from Black female senior managers has contributed significantly to the eradication of the influence of patriarchal socialization."

2) "No. In my opinion this is evident as a weakness of Black female senior managers in DWAF. Because they have not fully optimised their capacity for the implementation of principles associated with transformational leadership. Black female senior managers become task orientated without taking cognisance of the benefits of integrating transformational leadership principles into achievement of tasks, particularly within the context of group dynamics. Gender mainstreaming is evident. Their approach to leadership leans towards a transactional style as opposed to transformational."

3) "Yes. They do possess qualities that positively predispose them towards the effective use of transformational leadership. However, within the context of DWAF it appears that Black female senior managers require more time to be able to optimise these innate qualities. Black females and females in general possess qualities like the ability to think holistically, active concern and engagement of issues, transparent interaction, nurturance, empathy, etc which will enable them to effectively use the principles espoused by transformational leadership. Currently, in DWAF, work pressure and the strong emphasis on service delivery orientation prevent active implementation of transformational leadership."

4) "None. Both my Black male and female junior managers do not exhibit any tendencies towards patriarchal socialization. The political environment in the country and the leadership of our political principal, does not allow specific relationship problems to fester and degenerate into dysfunctional conflict. The organizational culture and the political direction provided by the Minister emphasize the importance of mutual respect regardless of designation. Active and constructive engagement is encouraged. I have not received any negative responses from my Black female junior

managers either. The sustained emphasis on task orientation prevents stagnation of work due to specific relationship problems. Inclusion in business plans that are mutually agreed to by both managers and subordinates also factor into the equation, because performance evaluations are based on joint achievement of the objectives stipulated in the business plan."

"However polarization is prevalent, in that a tendency exists in the department for people to work in silos. This precipitates fragmented inter-divisional interaction and is not conducive to the optimal utilization of resources, because an inclusive approach is not adopted. This decelerates the drive towards synergy."

5) "The Black male junior managers in my branch easily accept my leadership. I pride myself on the tactful issuance of instructions. The emphasis is on a suggestive approach which incorporates participatory leadership principles. It is important to obtain the buy-in of all role-players that are responsible for implementation of objectives when decisions relating to these objectives are taken. A suggestive approach is adopted with respect to the issuance of instructions to Black male junior managers because care is taken not to threaten their egos. None of my Black junior male or female managers have exhibited difficulties in reconciling their socialized values with the values they are expected to adopt in terms of the prevailing organizational culture."

6) "Yes. The influence of patriarchal socialization, particularly amongst my Black male junior managers may exacerbate the situation resulting in dysfunctional manager-subordinate interaction if the situation is not managed effectively. Hence my earlier reference to the importance of managing the interaction between Black female senior managers and their Black male junior managers effectively. Black female senior managers in DWAF pursue a management strategy that is designed to negate resistance from Black male junior managers."

7) "Distinct attributes of females help them succeed in management. These include caring, nurturing and the ability to create an environment that is conducive to productivity. Females are also easily able to solicit and integrate ideas with a view to enhancing group dynamics and subsequently collective achievement."

APPENDIX D - TRANSCRIPT OF BLACK FEMALE FOCUS GROUP.

Respondent 1 stated, "I am very committed to issues pertaining to gender equity. Clear job descriptions together with clearly defined performance agreements in conjunction with a mutually agreed business plan are integral factors that inform close interaction in my directorate. These are critical factors that facilitate the negation of the influence of patriarchal socialization. I agree with respondent 4 and respondent 5 regarding the need for a cohesive group culture. It is imperative that managers create and illustrate a holistic perspective of both individual directorate's and the department's objectives to their Black male and female junior managers with a view to obtaining their inclusion in a business plan that has mutual consensus. The adoption of a mutually consensual business plan is a significant factor that overrides the influence of demographic and cultural variables in the department."

"Other factors that militate against the influence of patriarchal socialization and hence the presence of cognitive dissonance in both Black junior male and female managers are literacy levels, development, exposure and cultural convergence. Respondent 4 indicated that "The department has currently engaged the services of a consultant who has conducted several workshops with members of the management committee in respect of diversity management. This intervention has to large extent facilitated the gradual erosion of the influence of cultural impediments like patriarchal socialization while developing quality interaction and cohesive group cultures. It is therefore imperative to establish management systems that are conducive to the development of effective inter-personal interaction. Effective information dissemination within teams informs inclusivity and group cohesiveness. Effective information dissemination is consequently integrally related to service delivery imperatives in terms of the department's constitutional mandate."

"Women in the department have the capacity to be more transformational as leaders than their male colleagues because they possess innate qualities that positively predispose them towards the effective implementation of principles espoused by transformational leadership."

However, respondent 4 qualified this by indicating that, "The reality is that my experience at DWAF thus far in the one year that I have been here is not enough time to make a definitive conclusion as to whether females are more transformational

as leaders than their male colleagues. My experience thus far has shown that this is a male dominated environment in which females are not given space to manage properly. This precipitates a lack of confidence in female managers at DWAF."

"Differences in leadership style are attributable to gender because women are more humanitarian, empathetic and understanding. This facilitates the practise of individualized consideration. The qualities that women possess are conducive to effective people management. These qualities simultaneously facilitate an inclusive and transparent approach to leadership."

Respondent 4 supported this by indicating that, "The fact that women are naturally instinctive, nurturing and humanitarian influences the adoption of transformational leadership techniques. Socialization enhances their instinctual and inherent qualities thus facilitating their adoption of transformational leadership techniques. Women also facilitate relationships that cut across gender, race and age. I personally experience no differentiation in terms of gender with regard to qualities indicative of patriarchal socialization. Both my Black male and female junior managers do not display qualities that are indicative of patriarchal socialization. The resistance to my authority is attributed to age. I am significantly younger than my Black junior male and female managers. I agree that culture and consequently patriarchal socialization is not a factor negating the quality of relationships experienced with both my Black male and female junior managers."

"Development, education and the merging of value systems, post 1994, has significantly overridden the influence of patriarchal socialization at DWAF. Work values are informed by culture. However, the strong element of diversity within DWAF overrides patriarchy and hence resistance. A cohesive group culture is being gradually developed. People adopt common values; Work values are gradually being informed by lived experience within an organizational culture that has successfully overridden the effects of patriarchal socialization."

Both respondents 2 and 3 on the other hand provided a completely different reflection of their experiences at DWAF. Respondent 2 stated that, "The element of patriarchal socialization and its influence enjoys a subtle presence in the institution. However, its presence is gradually being eroded, due to attitudinal change

precipitated by the fact that the majority of Black male managers in the department understand and accept the need for change. This provides the basis for an eventual paradigm shift regarding the initial perceptions of Black male managers. A change in cultural perspectives is in progress. However, this is an incremental process."

Respondent 3 said, "Black women managers in the department are more involved in transformational structures. They are more vocal and participate with a view to sharing emotive content regarding gender equity because they emerge from a background in the previous dispensation in which they were severely discriminated against. Women managers in the department are inadvertently crying out for help. Some women managers are not assertive. When women assert themselves they lose their gender identity. My experience is that Black female junior managers who progress into the Senior Management Service are forced to assert themselves much more because they are a pronounced minority in the department. This results in a loss of gender identity. However, I am also aware that many Black female senior managers who have progressed from junior management believe that they can assert themselves without losing their identity. The male dominated organizational culture at DWAF is sometimes not receptive to female managers."

Respondent 5 responded by indicating that "Women at DWAF acknowledged a male dominated culture and were also aware of the way assertive Black female senior managers were perceived by female middle managers in the department. Women do not necessarily lose their gender identity when they become assertive managers. Senior black female managers at DWAF are able to appreciate the urgency of service delivery, particularly to the impoverished communities that populate the hinterland in rural areas. These communities lack basic amenities and are consequently susceptible to the ravages of disease. Senior Black managers appreciate the need for change and are consequently determined to accelerate the change process. Their strength as leaders stems from the need to provide direction to their subordinates and is not dictatorial in nature. Mutual consensus regarding the service delivery imperatives are ensconced in all business plans in the department. The Senior Black female managers in the department have to drive change in pursuit of these deliverables."

Respondent 3 stated that, "Senior Black female managers are not approachable."

Respondent 5 indicated that, "This was a misperception, because Black female senior managers in DWAF sometimes have to adopt an insular approach to protect themselves in a male dominated environment. It is also probable that the timing of the approach was inappropriate."

Respondent 2 also indicated that, "Men are more conducive to transformational leadership. The subservient culture that the majority of women were socialized into precipitates a perceived need to be assertive. My personal experience is that Black females feel more comfortable with Black male managers."

Respondent 2 stated that, "Black male junior managers portray more qualities that are indicative of their patriarchal socialization."

Respondent 1 indicated that, "Women possess qualities that positively predispose them towards effectively implementing the principles espoused by transformational leadership."

Respondent 2 indicated that, "Women do possess the qualities that supported their effective use of transformational leadership. Nevertheless, Black women managers in DWAF are becoming more assertive and even aggressive in their management approach."

Respondent 1, supported by all the other senior managers indicated that, "Black male and female junior managers do not experience difficulty in reconciling their socialized values with work values because of their patriarchal socialization."

Respondent 3, supported by respondent 2, indicated that, "My experience is that Black male junior managers do experience role conflict and cognitive dissonance because they choose not to change. Men do not know how to change at work, especially if they are dominant at home. The reality in the department is that they override women in a subtle manner thus portraying an indication of their underlying sentiments."

Respondent 2 indicated that, "Black male junior managers in DWAF are more patriarchal than their female colleagues."

Respondent 3 said, "The younger Xhosa male junior managers are predominantly patriarchal. The younger males portray a more receptive attitude towards Black female senior managers because they are fully cognisant of the adverse repercussions that could ensue in the event of a breakdown in the management relationship between themselves and their respective senior managers vis a vis achievement of mutually agreed objectives in their business plans. Black male junior managers at DWAF as well all other managers are party to mutually agreed business plans with their senior managers. Their performance evaluations and their future career prospects are dependent on successfully achieving the deliverables defined in the business plan. They therefore need to sustain a cohesive working relationship with their senior managers. These Black male junior managers do not need to preserve a relationship with their Black female colleagues. An accurate reflection of the influence of their patriarchal socialization is portrayed when they interact with their peers."

APPENDIX E – TRANSCRIPT FROM 2ND FOCUS GROUP.

Respondent 1 indicated that, "Factors such as development, education, etc overrides the influence of patriarchal socialization in DWAF. Management systems in DWAF are consequently not dysfunctional."

Respondent 2 supported this view. He said that, "Patriarchy is an issue that needs to be managed. However, professionalism amongst the majority of Black male junior managers in DWAF transcends the influence of patriarchal socialization. The influence of a patriarchal socialization in respect of Black male junior managers, their female colleagues and all other male managers in DWAF are further confounded by exposure, education, cultural convergence, confidence, and realization. It is a managed phenomenon."

Respondent 4 also supported this view. He said, "The emphasis on service delivery together with the political principal's drive towards achieving mutual respect amongst all employees in the department regardless of designation are significant factors that help transcend the influence of patriarchal socialization. The political principal in this department is busy building a culture of mutual respect with a view to enhancing cultural tolerance and encouraging respect for the individual."

Respondent 5 stated that, "Black female senior managers in DWAF are more transformational as leaders than their male colleagues."

Respondent 3, supported by both respondents 5 and 2, stated that, "Black women possess qualities that positively predispose them towards effectively implementing the principles associated with transformational leadership."

Respondent 2 said, "I have seen the favourable results of the implementation of transformational leadership techniques by Black female senior managers in the department."

Respondent 4 indicated that, "Human elements and the approach of Black female senior managers in the department to core issues were inappropriate. A Black female senior manager in DWAF in one instance overcompensated whilst utilizing the transformational leadership technique of individualized consideration. This

perpetuated the weakness detected in the subordinate which necessitated the application of individualized consideration in the first place. It is therefore my considered opinion that Black female senior managers at DWAF need to exercise restraint in terms of the application of transformational leadership techniques with a view to maximally utilizing the qualities that they possess."

Respondent 1 said, "Both males and females possess equal qualities. Qualities vary between individuals and are not differentiated in terms of gender."

Respondent 1 supported by respondents 5 and 2 stated that, "No differences in leadership style that could be attributed to gender differences were evident at DWAF. If you compare Black male and female senior managers in DWAF with the same levels of education, development and exposure to interaction in diversified environments, no distinct differences in leadership styles are apparent."

Respondent 5 said, "There have been isolated cases of females who experienced resistance to authority and subsequently adopted assertive and dominant approaches to leadership. However, in general no differences in leadership style in DWAF which are attributable to gender differences are apparent. Black male and female senior managers at DWAF manage in similar ways."

Respondent 2, supported by respondent 1, indicated that, "I concur with the reasons expressed by respondent 5."

Respondent 4, supported by respondent 3 stated that, "Women lead differently from men."

Respondent 3 indicated that, "Men are more confrontational than females. Women are conciliatory. Females are better able to multitask and also possess better people skills. They adopt a principled approach to leadership."

Respondent 4 indicated that, "Females are more humanistic than males. Male managers tend to gloss over issues, are more directive and assertive than female managers. Females are concerned with detail and adopt a balanced approach to

leadership which incorporates respect for diversity. This facilitates the adoption of a cohesive and synergistic group culture."

APPENDIX F – RESULTS – QUANTITATIVE ANALYSES

1. Senior Managers

In order to improve the reliability coefficients some of the variables were re-defined:

CH (mod): CH4 was omitted.

The reliability analysis yielded the following:

Reliability Statistics

Cronbach's Alpha	N of Items
.784	11

CR (mod): CR2 was omitted

The reliability Analysis yielded the following:

Reliability Statistics

Cronbach's Alpha	N of Items
.447	3

This was the best that could be obtained using 3 of the 4 questions in this section.

CD (mod): The variable was based on the following seven questions: Question 2.1, Question 2.2, Question 2.8, Question 2.18, Question 2.20, Question 2.21 and Question 2.29. The choice was based on the correlation of each question with the total and on a Principal Components Analysis (the first component). The Reliability Analysis was as follows:

Reliability Statistics

Cronbach's Alpha	N of Items
.627	7

PAT (mod): Using Principal Components Analysis and correlation coefficients of each question with the total, the following combination was arrived at:

Questions 7, 9, 11, 12, 13, 16, 22, 40, 43 as is
Questions 33, 36, 37, 44, 46, 47, 48, 49, 50, 51, 52, 53, 54 and 55 (inverted)
i.e. there are 23 items involved. The Reliability Coefficient is as follows:

Reliability Statistics

Cronbach's Alpha	N of Items
.755	23

One-way Analysis of Variance was employed to test the differences between the means per gender. The descriptive statistics are as follows:

Descriptives

		N	Mean	Std. Deviation
Intellectual Stimulation	Male	18	1.6528	.42130
	Female	11	1.6591	.40732
	Total	29	1.6552	.40869
Individual Consideration	Male	18	1.7500	.46177
	Female	11	1.8864	.52872
	Total	29	1.8017	.48357
Management by Exception	Male	18	4.5833	.61835
	Female	11	4.7727	.37839
	Total	29	4.6552	.54039
Passive/Avoidant	Male	18	3.6806	.32433
	Female	11	3.6818	.28153
	Total	29	3.6810	.30360
Charisma (Modified)	Male	18	1.6414	.22801
	Female	11	1.6281	.49536
	Total	29	1.6364	.34532
Contingent Reward (modified)	Male	18	1.5185	.50127
	Female	11	1.4545	.30814
	Total	29	1.4943	.43297
Cognitive Dissonance (modified)	Male	18	4.4683	.33879
	Female	11	4.2597	.42770
	Total	29	4.3892	.38160
PATmod	Male	18	3.6135	.76782
	Female	11	3.7194	.78583
	Total	29	3.6537	.76237

The ANOVA tests are as follows:

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Intellectual Stimulation	Between Groups	.000	1	.000	.002	.969
	Within Groups	4.676	27	.173		
	Total	4.677	28			
Individual Consideration	Between Groups	.127	1	.127	.534	.471
	Within Groups	6.420	27	.238		
	Total	6.547	28			
Management by Exception	Between Groups	.245	1	.245	.834	.369
	Within Groups	7.932	27	.294		
	Total	8.177	28			
Passive/Avoidant	Between Groups	.000	1	.000	.000	.992
	Within Groups	2.581	27	.096		
	Total	2.581	28			
Charisma (Modified)	Between Groups	.001	1	.001	.010	.922
	Within Groups	3.338	27	.124		
	Total	3.339	28			
Contingent Reward (modified)	Between Groups	.028	1	.028	.144	.707
	Within Groups	5.221	27	.193		
	Total	5.249	28			
Cognitive Dissonance (modified)	Between Groups	.297	1	.297	2.120	.157
	Within Groups	3.781	27	.140		
	Total	4.077	28			
PATmod	Between Groups	.076	1	.076	.127	.724
	Within Groups	16.198	27	.600		
	Total	16.274	28			

None of the differences between males and females are significant.

Stepwise Regression analysis of Cognitive Dissonance on the variables in Questionnaire 1 yielded the following:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Charisma (Modified)	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Contingent Reward (modified)	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Cognitive Dissonance (modified)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479[a]	.229	.201	.34119
2	.617[b]	.380	.333	.31171

a. Predictors: (Constant), Charisma (Modified)

b. Predictors: (Constant), Charisma (Modified), Contingent Reward (modified)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.255	.312		16.840	.000
	Charisma (Modified)	-.529	.187	-.479	-2.833	.009
2	(Constant)	4.942	.311		15.889	.000
	Charisma (Modified)	-.666	.179	-.603	-3.720	.001
	Contingent Reward (modified)	.360	.143	.408	2.520	.018

a. Dependent Variable: Cognitive Dissonance (modified)

The final model is

$$CD = 4.942 - 0.666\ CH + 0.360\ CR$$

Note that the negative regression coefficient for Ch is not surprising: it goes with the definitions of CD and CH:

A high value of CD implies that the respondent agrees with statements such as "it is difficult for me to accept female authority in the workplace" and "It is sometimes difficult to reconcile my cultural status with my status as supervisor". A large value of CH implies that the respondent agrees with statements such as "I am proud of my subordinate" and "I express confidence". Thus a high CD value implies negative feelings about certain things, while a high CH value implies negative feelings about other things. It is perhaps not surprising that the correlation coefficient between the two should be negative:

Correlations

		Cognitive Dissonance (modified)	Charisma (Modified)
Cognitive Dissonance (modified)	Pearson Correlation	1	-.479**
	Sig. (2-tailed)		.009
	N	29	29
Charisma (Modified)	Pearson Correlation	-.479**	1
	Sig. (2-tailed)	.009	
	N	29	29

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

Gender did not enter into the equation at all.

For PAT (patriarchy) there were no significant predictors. The correlation coefficient between PAT and CD was also near zero:

Correlations

		Cognitive Dissonance (modified)	PATmod
Cognitive Dissonance (modified)	Pearson Correlation	1	.003
	Sig. (2-tailed)		.987
	N	29	29
PATmod	Pearson Correlation	.003	1
	Sig. (2-tailed)	.987	
	N	29	29

2. Junior Managers

The CH variable was modified as requested, by omitting CH4. The reliability analysis was as follows:

Reliability Statistics

Cronbach's Alpha	N of Items
.862	11

The CR variable was modified by omitting CR2. The reliability analysis yielded the following:

Reliability Statistics

Cronbach's Alpha	N of Items
.643	3

The one-way ANOVA tests were as follows:

Descriptives

		N	Mean	Std. Deviation
Charisma (modified)	Male	10	2.2545	.45917
	Female	11	2.9008	.73570
	Total	21	2.5931	.68912
Intellectual Stimulation	Male	10	2.5750	.31292
	Female	11	3.2727	.89061
	Total	21	2.9405	.75376
Individual Consideration	Male	10	2.0750	.31292
	Female	11	2.8182	1.00680
	Total	21	2.4643	.83399
Contingent Reward (modified)	Male	10	1.6333	.48305
	Female	11	1.4848	.54495
	Total	21	1.5556	.50918
Management by Exception (modified)	Male	10	3.2000	.87771
	Female	11	3.4848	.89893
	Total	21	3.3492	.87861
Passive/Avoidant	Male	10	3.4250	.56887
	Female	11	3.3295	.40028
	Total	21	3.3750	.47762
Cognitive Dissonance	Male	10	2.6538	1.15541
	Female	11	3.8811	.30839
	Total	21	3.2967	1.02116
Patriarchy	Male	10	2.5750	.91188
	Female	11	3.2932	.34643
	Total	21	2.9512	.75451

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Charisma (modified)	Between Groups	2.188	1	2.188	5.687	.028
	Within Groups	7.310	19	.385		
	Total	9.498	20			
Intellectual Stimulation	Between Groups	2.550	1	2.550	5.498	.030
	Within Groups	8.813	19	.464		
	Total	11.363	20			
Individual Consideration	Between Groups	2.893	1	2.893	4.989	.038
	Within Groups	11.018	19	.580		
	Total	13.911	20			
Contingent Reward (modified)	Between Groups	.115	1	.115	.433	.518
	Within Groups	5.070	19	.267		
	Total	5.185	20			
Management by Exception (modified)	Between Groups	.425	1	.425	.538	.472
	Within Groups	15.014	19	.790		
	Total	15.439	20			
Passive/Avoidant	Between Groups	.048	1	.048	.201	.659
	Within Groups	4.515	19	.238		
	Total	4.563	20			
Cognitive Dissonance	Between Groups	7.890	1	7.890	11.561	.003
	Within Groups	12.966	19	.682		
	Total	20.855	20			
Patriarchy	Between Groups	2.702	1	2.702	5.911	.025
	Within Groups	8.684	19	.457		
	Total	11.386	20			

The differences between the means of the male and female respondents are significant in the case of CH, IS, IC, CD and PAT.

Stepwise Regression analyses of CD and PAT on the variables from Questionnaire 1 yielded the following:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Management by Exception (modified)	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Individual Consideration	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Cognitive Dissonance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.618[a]	.381	.349	.82408
2	.771[b]	.595	.550	.68525

a. Predictors: (Constant), Management by Exception (modified)

b. Predictors: (Constant), Management by Exception (modified), Individual Consideration

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.893	.725		1.232	.233
	Management by Exception (modified)	.718	.210	.618	3.422	.003
2	(Constant)	-1.240	.919		-1.350	.194
	Management by Exception (modified)	.912	.185	.785	4.917	.000
	Individual Consideration	.602	.195	.491	3.079	.006

a. Dependent Variable: Cognitive Dissonance

The regression equation is

$$CD = -1.24 + 0.912\ MA + 0.602\ IC$$

If Gender is entered as a candidate explanatory variable, the analysis changes as follows:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Management by Exception (modified)	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	gender	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Cognitive Dissonance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.618[a]	.381	.349	.82408
2	.807[b]	.652	.613	.63542

a. Predictors: (Constant), Management by Exception (modified)

b. Predictors: (Constant), Management by Exception (modified), gender

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.893	.725		1.232	.233
	Management by Exception (modified)	.718	.210	.618	3.422	.003
2	(Constant)	-.369	.653		-.565	.579
	Management by Exception (modified)	.616	.164	.530	3.757	.001
	gender	1.052	.282	.527	3.736	.002

a. Dependent Variable: Cognitive Dissonance

The regression equation is

$$CD = -0.369 + 0.616\ MA + 1.052\ Gender$$

In the case of Patriarchy, the regression analysis is as follows:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Management by Exception (modified)	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Individual Consideration	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	Passive/Avoidant	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Patriarchy

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.627[a]	.393	.361	.60328
2	.817[b]	.667	.631	.45861
3	.871[c]	.759	.716	.40195

a. Predictors: (Constant), Management by Exception (modified)

b. Predictors: (Constant), Management by Exception (modified), Individual Consideration

c. Predictors: (Constant), Management by Exception (modified), Individual Consideration, Passive/Avoidant

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.149	.531		2.165	.043
	Management by Exception (modified)	.538	.154	.627	3.505	.002
2	(Constant)	-.640	.615		-1.041	.312
	Management by Exception (modified)	.701	.124	.816	5.648	.000
	Individual Consideration	.504	.131	.558	3.857	.001
3	(Constant)	-2.134	.798		-2.673	.016
	Management by Exception (modified)	.636	.112	.740	5.684	.000
	Individual Consideration	.521	.115	.576	4.538	.000
	Passive/Avoidant	.495	.195	.314	2.536	.021

a. Dependent Variable: Patriarchy

The final model is

$$PAT = -2.134 + 0.636MA + 0.495P/A$$

Gender did not enter into the equation.

The relationship between CD and PAT was investigated next. The correlation between them is significantly different from zero:

Correlations

		Patriarchy	Cognitive Dissonance
Patriarchy	Pearson Correlation	1	.891**
	Sig. (2-tailed)		.000
	N	21	21
Cognitive Dissonance	Pearson Correlation	.891**	1
	Sig. (2-tailed)	.000	
	N	21	21

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

The relationship between these variables and Gender is modelled as follows:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915[a]	.837	.819	.43462

a. Predictors: (Constant), gender, Patriarchy

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.522	.410		-1.275	.218
	Patriarchy	1.050	.147	.775	7.116	.000
	gender	.474	.217	.237	2.178	.043

a. Dependent Variable: Cognitive Dissonance

The model is as follows:

CD = -0.522 + 1.050 PAT + 0.474 Gender. The coefficients for PAT and Gender are both significantly different from zero.

APPENDIX G – THEMATIC ANALYSES – INTERVIEWS

Thematic Analysis – Respondent 1

Question 1. Theme: Patriarchy prevalent. No cognitive dissonance.
Education, cultural convergence, exposure, etc negate influence of patriarchal socialization

Question 2. Theme: Both Black male and female senior managers equally transformational.

Question 3. Theme: Black women and women in general are considerate, empathetic and nurturing.

Question 4. Theme: Qualities reflecting patriarchal socialization in Black male junior managers are prevalent but negligible. The phenomenon has been transcended by education, exposure, etc.

Question 5. Theme: No difficulty experienced by either group regarding reconciliation of socialized values with work values.

Question 6. Theme: Influence of patriarchal socialization transcended by education, exposure and strong service orientation in the department.

Question 7. Theme: Differences in leadership style are attributed to gender differences.

Summary of Themes – Respondent 1

Black women and women in general possess qualities that favour the application of transformational leadership principles. Insignificant presence of patriarchal socialization has been detected. Cognitive dissonance not experienced by either Black male or female junior managers. Differences in leadership style attributed to gender differences. Influences of patriarchal socialization transcended by factors like, cultural convergence, education, exposure and strong service orientation in the department.

Thematic Analysis – Respondent 2

Question 1. Theme: Group cohesiveness, cultural convergence and synergy have transcended influence of patriarchal socialization. Black male junior managers developed coping mechanisms informed by awareness creation re: gender equity, etc.

Question 2. Theme: Black female senior managers more transformational than their male colleagues.

Question 3. Theme: Holistic thinking, nurturance, individualized consideration, empathy, ability to assimilate related information and apply it in situation were no previous reference framework exists, etc predispose Black women towards the effective application of transformational leadership imperatives.

Question 4. Theme: No experience of differences indicative of the influence of patriarchal socialization on either group. No specific qualities exhibited. Attributed to cultural dynamics – her Black male junior manager is Shangaan and exceptionally loyal.

Question 5. Theme: "Neither Black male nor Black female junior managers exhibit tendencies that are indicative of irreconcilable values when faced with authority from myself." No difficulty experienced re: reconciliation of socialized values with work values. This is attributed to professionalism and exponential escalation in literacy levels post 1994.

Question 6. Theme: The situation does not exist.

Question 7. Theme: Differences in leadership style are attributed to gender differences.

Summary of themes – Respondent 2

No indication of the influence of patriarchal socialization. This is transcended by gender equity, cultural convergence, etc.

Black female senior managers are more transformational than their male colleagues.

Black women are positively predisposed towards the effective application of transformation leadership principles.

No indication of the influence of patriarchal socialization experienced.
No experience of inability to reconcile socialized values with work values.
Differences in leadership style are attributed to gender differences.

Thematic Analysis – Respondent 3

Question 1. Theme: In my opinion none of my Black subordinates experience cognitive dissonance because of their patriarchal socialization. Constructive engagement to achieve mutual consensus occurs.

Question 2. Theme: Black female senior managers in DWAF are therefore champions of transformational imperatives to a greater extent than their male colleagues.

Question 3. Theme: Female leaders who are transformational in DWAF acquire this leadership technique by virtue of knowledge and development.

Question 4. Theme: No qualities indicative of patriarchal socialization are exhibited by both Black male and female junior managers.

Question 5. Theme: No role conflict or an indication of irreconcilable values being prevalent, either with Black male or female junior managers is experienced. Constructive engagement with a view to consensus or compromise is the objective.

Question 6. Theme: The set of conditions described in question 6 does not exist in my directorate.

Question 7. Themes: Females are more empathetic, have a higher level of understanding, nurturing qualities and individualized consideration. The leadership style exhibited by Black female senior managers is broadly reflective of a cross-pollination of the principles espoused by both transformational leadership and Ubuntu.

Summary of themes – Respondent 3

No indication of cognitive dissonance because of the influence of patriarchal socialization.

Black female senior managers in DWAF are champions of transformational leadership.

Transformational leadership skills are acquired by knowledge and development.
No role conflict or irreconcilable values experienced.

Females are more empathetic, have a higher level of understanding, nurturing qualities and individualized consideration.

Thematic Analysis – Respondent 4

Question 1. Theme: "I have not detected an indication of the influence of patriarchal socialization. No evidence exists that this factor may have triggered cognitive dissonance either, because the organizational culture within the department is service delivery oriented."

Question 2. Theme: "Black female senior managers in DWAF exhibit a weakness regarding implementation of transformational leadership principles. They tend towards task-oriented and transactional leadership styles because they have not fully optimised their capacity for the implementation of principles associated with transformational leadership."

Question 3. Theme: Black female senior managers possess qualities that positively predispose them towards the effective use of transformational leadership. Within DWAF Black female senior managers appear to require more time to be able to optimise these innate qualities.

Question 4. Theme: "None. Both my Black male and female junior managers do not exhibit any tendencies towards patriarchal socialization. The political environment within DWAF is not conducive to degeneration of specific relationship problems into dysfunctional conflict."

Question 5. Theme: "Black male junior managers in my branch easily accept my leadership. Pride is generated via the tactful issuance of instructions. The emphasis is on a suggestive approach which incorporates participatory leadership principles."

Question 6. Theme: "The influence of patriarchal socialization, particularly amongst my Black male junior managers may exacerbate the situation resulting in dysfunctional manager-subordinate interaction if the situation is not managed effectively."

Question 7. Theme: Distinct attributes of females help them succeed in management, e.g. caring, nurturing and the ability to create an environment that is conducive to productivity. Females easily solicit and integrate ideas with a view to enhancing group dynamics and subsequently collective achievement.

Summary of Themes – Respondent 4

No indication of the influence of patriarchal socialization is evident. Black female senior managers in DWAF exhibit a weakness regarding implementation of transformational leadership principles. Black female senior managers do possess qualities that positively predispose them towards the effective use of transformational leadership.

The political environment within DWAF is not conducive to degeneration of specific relationship problems into dysfunctional conflict. Black male junior managers in my branch easily accept my leadership.

Effective management is the key to negation of the influence of patriarchal socialization.

Distinct attributes of females help them succeed in management

APPENDIX H - COMMON TRENDS EMERGING FROM THE INTERVIEWS

A cross-cutting trend with respect to all participants' responses is that both Black male and female junior managers do not experience the influence of patriarchal socialization or irreconcilable values when in receipt of authority from Black female senior managers.

Differences in leadership styles are attributable to gender differences. Black female senior managers in DWAF are more transformational as leaders than their Black male colleagues.

Black females do possess qualities that positively predispose them towards effective implementation of transformational leadership principles.

APPENDIX I - COMMON TRENDS EMERGING FROM THE 1ST FOCUS GROUP.

Body language during the focus groups was indicative of candour and transparency. The writer did not facilitate the discussion but observed the process independently. The rationale was to promote freer interaction between focus group members.

It appears that some divergence is evident in terms of the viewpoints expressed by the 3 Black female senior managers as opposed to the 2 Black female junior managers. Divergence occurs with regard to both groups interaction with Black male junior managers.

Black male junior managers subtly evidence qualities that are indicative of the influence of patriarchal socialization. All participants agreed that this influence was gradually being eroded by factors like exposure, education and cultural convergence. Employees will always be guarded and portray the required image when interacting with their senior managers. They relate to their peers or other junior managers on the same level. They consequently do not need to adopt a guarded posture with their peers and are able to interact without reservation.

Other trends emerging from the focus group discussions include a unanimous expression that gender *per se* is not the primary factor influencing leadership styles. Factors that have accentuated this difference post 1994 include an improvement in literacy levels, cultural convergence, development and level of exposure. Another contributory factor is the drive towards adoption of mutual respect irrespective of designation in the department. There is also an emphasis on the development of cohesive and supportive inter-personal relationships which facilitate team and group dynamics.

The organizational culture reflects a leaning towards the development of synergised achievement. This is reflective of the influence of Ubuntu, a humanistic philosophy, on the organizational culture.

The majority of focus group members confirmed that Black female senior managers in DWAF are more transformational as leaders than their male colleagues. The influence of cross-pollination from Ubuntu and transformational leadership is evident

during the implementation of transformational leadership. The principles of collective achievement and communalism are emphasized.

Black female senior managers and females in general are better able to use their effective listening skills, clear expression of thoughts, sensitivity, empathy and ability to develop relationships with peers and subordinates. This helped them counter resistance from Black male junior managers when the influence of patriarchal socialization became evident.

APPENDIX J - COMMON THEMES EMERGING FROM THE 2ND FOCUS GROUP.

Concurrence was evident that Black male and female junior managers in DWAF do not exhibit qualities that are indicative of patriarchal socialization.

Group members also agreed that no indication has been found that cognitive dissonance is triggered in Black male junior managers because of their patriarchal socialization when they interact with Black female senior managers.

No difficulty is experienced by both Black male and female junior managers in terms of reconciling their socialized values with work values.

The majority of group members concurred that factors such as professionalism, development, exposure, cultural convergence and improved literacy levels post 1994 amongst Black male junior managers in DWAF have helped transcend the influences of patriarchal socialization.

Majority consensus was evident for the contention that no differences in leadership style that could be attributed to gender differences.

60% of the members in this group agreed that both Black male and female senior managers in DWAF were equal in terms of transformational leadership ability.

The majority of participants also agreed that women possess qualities like nurturance, empathy, sensitivity and understanding that positively predispose them towards effectively implementing the principles associated with transformational leadership.

The majority of participants agreed that Black female senior managers in DWAF were equal in terms of transformational leadership ability in comparison to their Black male colleagues.

The majority of participants in this group agreed that Black women possess qualities that positively predispose them towards effectively implementing the principles associated with transformational leadership. However, DWAF is a male dominated environment. Black female senior managers are not given to manage properly. The

subservient culture that they probably were socialized into precipitates a lack of confidence in Black female senior managers at DWAF. This negates their latitude in terms of implementation.

There is majority consensus amongst participants that both Black male and female junior managers do not experience an inability to reconcile their socialized values with work values when in receipt of authority from Black female senior managers.

There is also majority consensus amongst group members that no differences in leadership style that can be attributed to gender differences were evident at DWAF.

Both Black male and female junior managers do not exhibit qualities that are indicative of their patriarchal socialization.

APPENDIX K - COMMON THEMES EMERGING FROM INTERVIEWS AND FOCUS GROUPS

Transformational leadership is implemented in conjunction with the principles espoused by Ubuntu and a clearly defined and mutually consensual business plan. All participants in both the focus groups and the interviews agreed that factors such as exposure, improved literacy levels, development and cultural convergence post 1994 negate the influence of patriarchal socialization in Black junior managers in terms of their interaction with Black female senior managers in the workplace. No evidence could be adduced regarding both Black male and female junior manager's inability to reconcile socialized values with work values.

The majority of participants in both the interviews and focus groups agree that women possess qualities that positively predispose them towards the effective implementation of principles associated with transformational leadership.

The factors contributing to the negation of the influence of patriarchal socialization are also simultaneously utilized to facilitate the development of high quality and effective inter-personal communication between managers and their subordinates. In effect, therefore, the techniques employed to negate the influence of patriarchal socialization has contributed significantly to the development of stabilized and effective management systems within the department.

REFERENCES

Ackoff R. 1999: Transformational leadership. Strategy and leadership. Journal of Organizational and Change Management, 5(2): 22.

Alban-Metcalfe RJ & Alimo-Metcalfe B. 2001: The development of a new Transformational Leadership Questionnaire. Journal of Occupational and Organizational Psychology, 74(1): 18.

Alimo-Metcalfe B. 1995: An investigation of female and male constructs of leadership and empowerment. Women in Management Review, Volume 10(2): 3-8.

Antrobus P. 2000: Transformational leadership: advancing the agenda for gender Justice. Gender and Development, 8(3): 55.

Appelbaum SH, Audet L & Miller JC. 2003: Gender and leadership? Leadership and gender? A journey through the landscape of theories. Leadership and Organization Development Journal, 24(1): 43-51.

Avolio B. 1995: Integrating transformational leadership and Afro centric management. Human Resource Management, 19(7): 17-21.

Avolio, B. 1996: Leadership most critical issue in business today. Human Resource Management, 35: 10-14.

Avolio B. 2000: Strategic transformational leadership: aligning vision to collective action. Management Today, 16(6): 5.

Avolio B, Bass B M & Jung DI. 1999: Re-examining the components of transformational and transactional leadership using the multifactor leadership questionnaire, Leadership and Organizational Development Journal, 17(5): 31-70.

Bass B, Waldman A & Avolio B. 1987: Transformational leadership: an organizational perspective. Leadership and Organizational Development Journal, 14(5):10-14.

Bass B. 1994: Transformational leadership critical for South Africa. Human Resources Management, 13(1): 11-12.

Bass B. 1996: Transformational leadership: an integrated perspective. European Journal of Work and Organizational Psychology, 12(2):32.

Bass B M. 1999: Two decades of research and development in transformational leadership. European Journal of Work and Organizational Psychology, 8(1): 23.

Beaty D & Booysen L. 1997: Linking transformation and change leadership in South Africa: a review of principles and practices. SBL Research Review, Volume 1(2): 15-18.

Block L. 2003: The leadership-culture connection: an exploratory investigation. Leadership and Organization Development Journal, 24(6): 318-334.

Boon M. 2003: Women in international management: an international perspective on women's ways of leadership. Women in Management Review, 18(3): 132-146.

Booysen L. 1999: Towards more feminine business leadership for the 21st century: a literature overview and a study of the potential implications for South Africa. South African Journal of Labour Relations, 23(1): 33.

Booysen L. 2000: Challenges facing black and white women managers in South Africa. Management Today, 16(6): 43-54.

Booysen L. 2001: The duality in South African leadership: Afro centric or Eurocentric. South African Journal of Labour Relations, 11(3): 38-54.

Booysen L. 2002: The leadership duality: Afro centric or Eurocentric? Management Today, 18(8): 22.

Burke S & Collins KM. 2001: Gender differences in leadership styles and management skills. Women in Management Review, 16(5): 25.

Cooper DR & Schindler PS. 2003: Business research methods, 8th edition. New York: McGraw-Hill/Irwin.

Eagly AH. & Johannesen-Schmidt MC. 2001: The leadership styles of men and women. Journal of Social Issues, 57(4): 790.

Eisenbach R, Watson K & Pillai R. 1999: Transformational leadership in the context of organizational change. Journal of Organizational Change Management, 12(2): 85.

Engelbrecht AS. 2001: Core values underlying transformational and transactional leadership. Management Today, 10(3): 73.

Epstein CF. 2000: Ways men and women lead. Harvard Business Review. 1(1): 151.

Erasmus B. 1998: Women power: aspects of working life in the late 1990's. Management Today. 14(6): 28.

Fointiat V. 2004: "I know what I have to do but..... " When hypocrisy leads to behavioural change. International Journal on Social Behaviour and Personality, 32(8): 741-746.

Gabwronski C Bertram A, Strack L & Fritz K. 2004: On the prepositional nature of cognitive consistency: dissonance changes explicit but not implicit attitudes. Journal of Experimental Psychology, 40(4): 535.

Gqubule D. 2002: Enterprise: networking for Africa's entrepreneurs and leaders. Enterprise, 8(1): 36.

Hojgaard L. 2002: Tracing differentiation in gendered leadership: an analysis of differences in gender composition in top management in business, politics and the civil service. Gender, Work and Organization, 9(1): 18.

Jones M. & Ince P. 2001: Cognitive dissonance: the behavioural implications, Journal of Occupational and Organizational Psychology, 70(3): 18.

Jonkheid K. 2004: Men and women – unravelling the differences. Part 2: brain food. HR Future: 48.

Kark R. 2004: The transformational leader: who is (s) he? A feminist perspective. Journal of Organizational Change Management, 17(2): 161-169.

Khoza R. 1994: The need for an Afro centric approach to management and within it a South African–based management approach. Managing in Health and Social Care, 1(2) 39-54.

Krishnan V R. 2003: Impact of transformational leadership on followers influence strategies. The Leadership and Organization Development Journal, 25(1): 61.

Kotter, J. 1995: Leading Change. Journal of Organizational Change Management, 13(1): 115.

Kull M, Steven J, Ebenkamp L & Beck I. 2004: Misconception vs. Reality. Brandweek, 45(39): 12.

Landis H. 2001: Women leaders: sustaining visible and credible staying power. Management Today, Volume 16(7): 20-21.

Lievens F, Van Geit P & Coetsier P. 1997: Identification of transformational leadership qualities: an examination of potential biases. European Journal of Work and Organizational Psychology, 6(4): 427.

Maddock S. 2002: Modernization requires transformational skills: the need for a gender-balanced workforce. Women in Management Review, 17(1): 14-16.

Manning TT. 2002: Gender, managerial level, transformational leadership and work satisfaction. Women in Management Review, 17(5): 213.

Maritz D. 2000: South African leaders' emergence towards transformational leadership. Management Today, 16(7): 18.

Marloes van Engen L, Van der Leeden R & Willemsen TM. 2001: Gender, context and leadership styles: a field study. Journal of Occupational and Organizational Psychology, 74(4): 593.

Masi R J & Cooke R A. 2000: Effects of transformational Leadership on subordinate motivation, empowering Norms, and organizational productivity. The International Journal of Organizational Analysis. 8(1): 25.

Merrick B G. 2002: The ethics of hiring in the new workplace: men and women managers facing changing stereotypes discover correlative patterns for success. CR, 12(1): 105.

Morgan D L. 1997: Focus groups as qualitative research. Thousand Oaks CA: Sage.

Pillai R & Williams E A. 2004: Transformational leadership, self-efficacy, group cohesiveness, commitment and performance. Journal of Organizational Change Management, 17(2): 144-159.

Pollitt D. 2005: What women can bring to the boardroom in the post-Enron era: the role of gender in transformational leadership? Human Resource Management International Digest, 13(2): 36-38.

Rosener J. 1995: Gender differences in leadership. Leadership and Organizational Development Journal, 11(2) 215- 217.

Sarros J C & Santora J. C. 2001: The transformational-transactional leadership model in practice. Leadership and Organization Development Journal, 22(8): 384-385.

Simons TL. 1999: Behavioural Integrity as a critical ingredient for transformational leadership. Journal of Organizational Change Management, 12(2): 101.

Singh K. 2003: Women managers: perception vs. performance analysis. Journal of Management Research, 3(1): 39.

Stanford J H, Oates B R & Flores D. 1995: Women's leadership styles: a heuristic analysis. Women in Management Review, 10(2): 9-16.

Stone A G, Russell R F & Patterson K. 2004: Transformational vs. servant leadership: a difference in leader focus. Leadership and Organization Development Journal, 25(4): 349-361.

Torpman J. 2004: The differentiating function of modern forms of leadership. Management Decision, 42(7): 892-906.

Vandenberghe C. 2001: Attributes of transformational leaders. Journal of Organizational and Change Management, 5(1): 28.

Van Tonder C L. 2004: Organizational Change: Theory and Practice. Pretoria: Van Schaik Publishers.

(White Paper on the Employment Equity Act, 1997) Department of Labour.

Wilkinson J. 1995: Do women make bad bosses? Agenda, 24– 27: 91.