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LEADERSHIP BEHAVIOURS OF EXECUTIVE MANAGERS: A STUDY OF SELECTED COMPANIES IN THE CITY OF BULAWAYO.

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THESIS SUBMITTED IN FULFILMENT OF THE REQUIREMENTS OF THE DEGREE
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ABSTRACT

This study used both the quantitative and qualitative methods in a mixed methods paradigm, the focus of the study being to authenticate the outcomes from the quantitative approach with the qualitative aspect of the study to improve the rigour and robustness of this research. The study was premised on the characterisation of the leadership styles of executive managers in the context of the Full Range Leadership Theory and their relationships with job satisfaction and organisational commitment. It was also concerned with examination of the current leadership practises in the organisations that participated in the study in relation to the Ubuntu Leadership Philosophy, as well as exploring its augmentation effect on the Full Range Leadership Theory which could add to its predictive efficacy in predominantly non-Western cultural contexts. Extensively validated research instruments with acceptable Cronbach Alpha values were used in respect of the research questions which included MLQX5 to measure the Full Range Leadership, organisational commitment questionnaire to measure organisational commitment, Morhman-Cooke-Morhman Job satisfaction questionnaire to assess employees' levels of job satisfaction, and the Ubuntu Leadership Questionnaire to determine the extent to which the leadership practises in the organisations studied could be classified as equivalent to the Ubuntu Leadership Philosophy.

The study had a combined research population of 1102 employees and a sample of 381 people drawn from the four organisations studied. Descriptive statistics were used to assess the leadership styles of managers, presence of Ubuntu Leadership Philosophy in organisations, level of employee job satisfaction and employees' alignment to the three forms of organisational commitment. Inter item correlations were carried out to measure the strengths of the linear relationship between the study variables. The unadjusted coefficient of determination was used to assess the degree of the variability in job satisfaction and organisational commitment attributable to the Full Range Leadership and its components.

This study found that there was in fact some, form of relationship between the independent and dependent variables. The study also found that managers at the organisations studied were likely to exhibit leadership styles in the order of transformational, transactional and then laissez faire leadership. Regarding, Ubuntu Leadership Philosophy, this study was able to determine its presence in the three organisations studied as well as establishing the augmentation effect of Ubuntu Leadership practises which could add to the predictive efficacy of the Full Range Leadership in non-Western cultural contexts. This result further showed that employees were likely to be aligned to the three components of organisational commitment simultaneously, however, in different measures. This study also revealed that employees were likely to express different levels of job satisfaction in the individual organisations studied.

Several recommendations have been made emanating from the study outcomes. These recommendations are meant to improve the current status quo in the organisations that participated in this study in relation to all the study areas. The potential contribution of this study to knowledge was discussed also discussed.

Key Words: *Full Range Leadership, Ubuntu, Organisational Commitment, Augmentation Effect, Job Satisfaction, Transformational, Transactional, Laissez-faire.*