

**EFFECT OF TRANSFORMATIONAL LEADERSHIP ON
INTENTION TO QUIT AS MEDIATED BY JUSTICE, TRUST AND
PERCEIVED SUPPORT.**

SHIREEN MCWHITE

MCWSHI001

A dissertation submitted in partial fulfilment of the requirements for the award of the Degree
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Faculty of Commerce

University of Cape Town

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Shireen McWhite

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ABSTRACT

This South African based research explored the relationship between transformational leadership and intention to quit as mediated by organisational justice (namely procedural, interactive and distributive) and trust and perceptions of support (namely supervisor and organisational). The model used in the research is based on Pillai, Schriesheim and Williams' (1999) established model. The sample was obtained from various organisations and contained a total of 102 participants. The sample is 39 % Coloured, 41 % White, 9% African and 1% Asian/Indian as well as 35 % male and 62 % female. Participants completed a single-composite questionnaire made up of the following established surveys: Bass and Avolio's (1985) Multifactor Leadership Questionnaire, Moorman's (1991) questionnaire for Organisational Justice, Ferrer's (2001) Workplace Trust Survey, Eisenberger, Huntington, Hutchison and Sowa's (1986) Survey of Perceived Organisational Support and Cohen's (1993) Intention to Quit questions as well as a demographic section. Regression analysis was used to test the relationships. Transformational leadership correlated with all the variables. This research shows support for Pillai et al.'s findings as well as Kahumuza and Schlechter (2008) and Engelbrecht and Chamberlain's (2005) South African based studies. The research showed that justice, trust and perceived support satisfy Baron and Kenny's (1986) 3 step mediation process and therefore are believed to mediate the relationship between transformational leadership and intention to quit. Implications and directions for further research are discussed.

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CHAPTER 1

INTRODUCTION

Athey (2004) describes critical talent as those employees who are highly skilled, have a deep understanding of the organisation and know how to reach goals within the specific organisation. Athey explains that organisations may not be able to achieve all of their strategic goals without these employees. In years to come Baby Boomers will start to retire leaving a skills gap throughout the world (Athey). Highly skilled employees are no longer solely part of their local talent pool but they are available to international talent pools too (Athey). The need for highly skilled employees to attain goals and the shortage of these skills makes it imperative for companies to understand what triggers employees to leave their current place of employment.

In a working environment, employees are exposed to various relationships. At the centre of all organisations are leaders. Employees work closely with leaders as they look for guidance, support and basic day to day requirements in order to complete work. Employees will interact with other leaders or supervisors, colleagues and the organisation's policies and procedures. Levinson (as cited in Rhoades and Eisenberger, 2002) explains that leaders and supervisors personify the organisation. Employees therefore interact with the organisation. All these relationships contribute to the working experience of an employee. Firth, Mellor, Moore and Louquet (2003) explain that organisational and supervisory support will have a direct impact on an employees' intention to quit. Working relationships may contribute to an employees' overall work experience.

Research purpose

Pillai, Schriesheim and Williams (1999) have investigated relationships between the following constructs: transformational and transactional leadership and job satisfaction, organisational citizenship behaviour and organisational commitment as mediated by distributive and procedural justice and trust. Pillai et al.'s research was conducted in the United States of America they sampled two independent groups of over 300 participants collectively. Their test retest method increased the validity of their findings. The theoretical model (Figure 1) determined by Pillai et al. was tested in the South African context by Krafft, Engelbrecht and Theron (2004). Krafft et al. were, however not able to find support for all of Pillai et al.'s findings. Krafft et al. were not able to validate the relationship between transformational leadership, justice and trust. The study did however support the relationship between transactional leadership distributive justice and trust. Engelbrecht and Chamberlain (2005), based on Pillai et al.'s model, tested and found support for the relationship between transformational leadership and organisational citizenship behaviour as mediated by procedural justice and trust. Krafft et al. and Engelbrecht and Chamberlain had different results for the application of the Pillai et al. model. Further validation of the model may assist with clearer substantiation of Pillai et al.'s findings.

Pillai et al. and Krafft et al. (2004) substantiate why further research should be conducted using Pillai et al.'s model. Pillai et al. indicate that the model should be used to determine outcomes relating to attrition and other impacts relating to organisational citizenship behaviour. Krafft et al. indicate the need for further validation of the model.

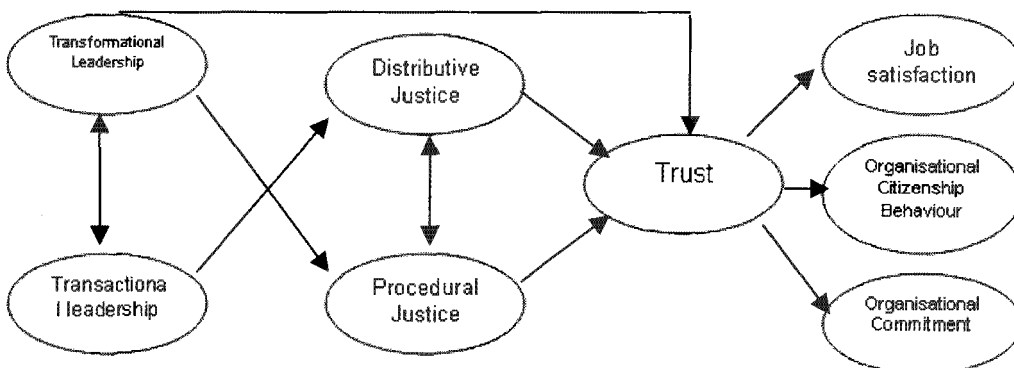


Figure 1:
Pillai, Schriesheim and Williams (1999) model

Pillai et al. model is used as a base for the research. Pillai et al. determined job satisfaction, organisational citizenship behaviour and organisational commitment as outcomes. Shore and Wayne (1993) determined that perceptions of support are an indicator of organisational citizenship behaviour. Shore and Wayne's findings suggest that perceptions of support are an antecedent to organisational commitment and a possible outcome of Pillai et al.'s model.

The study aims to determine if a relationship between transformational leadership style and intention to quit exists and if the relationship is mediated by justice, trust and perceived support. The theoretical model used is based on Pillai et al. model. The research question posed is, "Are the relationships between leadership style and intention to quit mediated by employee's perception of justice, trust and perceived leadership and organisational support?"

CHAPTER 2

LITERATURE REVIEW

Leader and employee interaction occurs within the working environment. Interactions are continually present as leaders and employees need to work together in order to complete work successfully. The interaction although present, may not always be positive or mutually beneficial. Blau (1964) established the Social Exchange Theory. The theory is based on interaction and is applicable in the working environment.

Social Exchange Theory

The principles of Social Exchange Theory are centred on reciprocity because of interaction (Blau, 1964). Blau identified two different types of exchanges, namely economic and social. Economic exchange is primarily based on a monetary outcome such as wages in return for services rendered. The second principle is core to this study. Social exchange is explained as a relationship in which rewards are discretionally based and are neither guaranteed nor stipulated. Blau explains that regular interaction resulting in favourable outcomes will increase trust in the exchange relationship and increase the likelihood of further interaction. The Social Exchange Theory is applicable to the working context where subordinates and supervisors continually interact.

Levinson (as cited in Rhoades & Eisenberger, 2002) explains that leaders and supervisors personify the organisation. The personification suggests that in a working relationship a supervisor and subordinate will always indirectly be in a relationship with the organisation. The supervisor, with their ways of working, mirrors the actions of the organisation. Because of the similarities between the organisation and the supervisor, the subordinate will generate perceptions of both the supervisor and the organisation. The perceptions generated by the subordinate and any stakeholder interacting with the organisation are stemmed from Blau's (1964) Social Exchange Theory. Therefore, the more positive the interactions an employee

experiences, the more positive their overall perception will be of the organisational and managers.

Perceived Support

Rhoades and Eisenberger (2002) define perceived support as an individual's interpretation of an organisation's willingness to help an individual complete their work and support shown during stressful situations. Kahumuza and Schlechter, (2008) explain that the interpretation is subjective as an individual's unique experience with either the organisation or the supervisor will influence their perceptions. Their experiences are a result of actions towards them from a Social Exchange including the employee and their leader.

Perceived support comprises of perceived organisational support and perceived supervisor support (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002)

Perceived Organisational Support

Perceived organisational support is defined as an employee's beliefs of the organisation's willingness to reward employees and ensure employees overall wellbeing (Rhoades & Eisenberger, 2002). Employees will generate perceptions of support from interaction with their supervisor and indirectly the organisation. Perceived organisational support has been found to influence other organisational behaviours such as organisational success and intention to quit (Kahumuza & Schlechter, 2008). Perceived support is an antecedent intention to quit (Firth, Mellor,

Moore & Louquet, 2003). Aselage and Eisenberger (2003) note three main antecedents of perceived organisational support, namely organisational reward, perceived supervisor support and procedural justice. The constructs are discussed in the paragraphs below.

Organisational reward

Organisational rewards can be awarded voluntarily or in terms of policy and procedure. Social Exchange theorists suggest that continuous positive outcomes will reinforce the strength of a socio-economic Social Exchange (Cotterrell, Eisenberger & Speicher, 1992). The rewards in Social Exchange are awarded on a discretionary basis and never guaranteed. These theorists suggest that rewards, which are freely given, indicate the givers true appreciation of the exchange (Cotterrell, Eisenberger & Speicher). Application of the theory in the organisation suggests that leaders or organisations who reward employees at their own free will positively affect the employees' perceptions of support. Rhoades and Eisenberger's (2002) literature review on organisational support showed that organisational reward, consisting of organisational reward, job security and role stressors, had a strong relationship with perceived organisational support.

Perceived Supervisor Support

Employees working in an organisation are influenced in their overall working life by their leader or supervisor interchangeably as well as by the organisation. The way in which leaders operate in the business is governed by the organisations policies and procedures. Leaders influence the perceptions that employees and other stakeholders have of the organisation. Their actions and the manner in which they follow procedures reflect the organisation (Levinson as cited in Rhoades &

Eisenberger, 2002). Leaders as agents of the organisation should theoretically contribute to the perceptions of organisational support. The extent to which the supervisor influences these perceptions is dependent on the degree to which the employee associates the supervisor with the organisation (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades as cited in Rhoades & Eisenberger, 2002). Kottke and Sharafinski (as cited in Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002) define perceived supervisor support as the global perceptions of a supervisor's contribution to the general well being and care of an employee. Perceived supervisor support was found to have a strong relationship with perceived organisational support ($r = .47, p < .001$; $r = .55, p < .001$) (Rhoades & Eisenberger). Based on the above argument the first proposition is:

Proposition 1: A direct positive relationship exists between perceived supervisor support and perceived organisational support.

Aselage and Eisenberger (2003) specifically found procedural justice as an antecedent of perceived support. This research will consider three dimensions of organisational justice: namely distributive, procedural and interactive justice as antecedents of perceived support.

Organisational Justice

Organisational justice is defined by Cropanzano and Greenberg (as cited in Hubbell & Chory-Assad, 2005) as the perceived fairness in the workplace, relating to processes and outcomes. Haunstein, McGonigle and Flinder (2001) conducted a meta-analysis of organisational justice. They explained that organisational justice, when unpacked, is made up of two dimensions, namely procedural and distributive justice. Procedural justice is defined as the employee's perception of fairness of processes and policies (Haunstein et al.). Distributive justice focuses on the perception of the fairness of outcomes (Haunstein et al.). Both dimensions occur

within the context of a Social Exchange. Fairness in both definitions is in the context of a Social Exchange where an employee has a relationship with their organisation and supervisor.

Procedural and distributive justice are defined separately. Studies have shown that there is a strong positive correlation between the two variables. A meta-analysis conducted by Hauenstein, McGonigle and Flinder (2001) found that the relationship between the two dimensions was considered strong ($r = .586$, $p = .64$). They further explored the relationship of these variables to determine whether or not the context influenced the relationship. Context did not have a significant influence on the relationship as the relationship remained strong.

Procedural Justice

Tyler and DeGoey (as cited in Ambrose & Schminke, 2003) relate procedural justice to the structure and way of working in an organisation. Organisations with well-established structures are perceived to have more procedural justice than organisations with way of workings which are not yet established. Procedural justice has been identified as an enhancer in the development of Social Exchanges (Pillai et al., 1999). Ambrose and Schminke (2001) suggest that the way an organisation operates and the organisational structure will have an impact on organisational outcomes. Organisations with established fair procedures and which are fair in the allocation of resources and rewards may have a positive affect on organisational outcomes. Materson, Lewis, Goodman and Taylor (as cited in Ambrose & Schminke) have linked procedural justice with outcomes such as turnover intentions.

Distributive Justice

Knovsky and Plugh (as cited in Ambrose & Schminke, 2003) found that distributive justice was more evident in an Economic Exchange than a Social Exchange. Pillai et al.'s model tested and found support of the relationship between procedural and distributive justice ($r = .33, p < .01$). They tested the relationship between leaders and supervisors in a Social Exchange. Hubbell and Chory-Assad (2005) found a positive relationship between the two justices ($r = .76, p < .001$). Distributive justice is related to the fairness of outcomes distribution. An increased positive perception of fairness may enhance an employees' perception of supervisory support. Based on the argument above the second proposition refers to the relationship between procedural and distributive justice.

Proposition 2: A direct positive relationship exists between procedural and distributive justice.

Interactive Justice

Bies and Moag (as cited in Hubbell & Chory-Assad, 2005) define interactive justice as the perceptions related to the treatment of individuals when procedures are implemented. Both procedural and interactive justice are said to be present in a Social Exchange (Pillai et al., 1999). Ambrose and Schminke (2003) found that outcomes relative to interactive justice were mediated by an employee's Social Exchange with their supervisor. They propose supervisor-influenced outcomes such as supervisory organisational citizenship behaviour. Pillai et al. explain that procedural justice is two-dimensional, namely the degree of fairness of formal procedures and secondly, interactive justice, the way in which the procedures were carried out. Interactive justice is found to correlate with both procedural justice ($r = .40, p < .01$) and distributive justice ($r = .40, p < .01$) (Ambrose and Schminke).

The following constructs are present in the Social Exchange: distributive, procedural and interactive justice as antecedents of support which is mediated by trust. Konovsky and Pugh (1994) have found that these variables occur in a Social Exchange context, specifically relevant to supervisors and subordinates within organisations. Outcomes of support and antecedents to Justice will be considered in the following paragraphs.

Organisational Justice and Support

Two antecedents of organisational support: namely perceived supervisor support and organisational reward have been explained. Different researchers have shown that significant relationships exist between support and the explained antecedents (Hauenstein, McGonigle & Flinder, 2001 and Ambrose and Schminke, 2003). Furthermore, Rhoades and Eisenberger (2002) established the relationship between perceived organisational support and perceived supervisor support. Pillai, et al. (1999) explained that all the variables are present in a Social Exchange.

Organisational Trust

Rotter (as cited in Hubbell and Chory-Assad, 2005) defines trust as the expectancy held by an individual that the word promise as used by an individual in a statement can be relied on. When Blau (1964) discussed trust in the context of Social Exchanges, he suggested that the construct must be present in order to maintain an on-going prosperous Social Exchange relationship. Muchinsky (1977) established that organisational trust influences employees' perceptions of the organisation. Ellis and Schockley-Zalabak (as cited in Hubbell & Chory-Assad) suggest that trust yields favourable outcomes from behaviour such as an increase in job satisfaction. Both Muchinsky and Schockley-Zalabak (as cited in Hubbell & Chory-Assad) demonstrate

the positive influence of trust in a social exchange.

Cropanzano and Greenberg (as cited in Hubbell & Chory-Assad, 2005) have studied managerial and organisational trust in relation to organisational justice, and discovered that organisational justice is a predictor of trust. Konovsky and Plugh (1994) suggest that fair procedures increases employees perceptions of the leader and organisations interest in the employees well being. Hubbell and Chory-Assad, have found that all three justice dimensions are correlated with organisational trust, distributive justice ($r = .44, p <.01$), procedural justice ($r = .43, p <.0001$) and interactive justice ($r = .44, p <.01$). Managerial trust is also correlated with the three justice dimensions: distributive justice ($r = .60, p <.01$), procedural justice ($r = .64, p <.0001$) and interactive justice ($r = .57, p <.01$). This research does not look at the dimensions of trust. The research will determine whether or not relationships exist between trust and the three justice types. Based on the above arguments the following three propositions are proposed.

Proposition 3: A relationship exists between procedural justice and trust.

Proposition 4: A relationship exists between distributive justice and trust.

Proposition 5: A relationship exists between interactive justice and trust.

Trust as a mediator

Baron and Kenny (1986) define a mediating variable, as a variable which accounts for the relationship between a predictor or independent variable and an outcome or dependent variable. In order for mediation to occur there must be three variables: the predictor or independent variable, the outcome or dependent variable and the mediator. Baron and Kenny explain that for mediation to occur, the following conditions must be satisfied: 1) variation in the independent variable must significantly account for variation in the mediator, 2) variation in the mediator significantly accounts for mediation in the dependent variable and 3) when the

mediator is controlled the relationship between the independent and dependent variable is not significant.

Blau (1964) identifies trust as a mediating factor in Social Exchange. Lindt and Tyler's (as cited in Konovsky & Pugh, 1994) research supports Blau - they too identify trust as a key element in a Social Exchange. Trust, acting as a mediator, will be positioned between the predictor and the outcome. Research has shown that justice is a predictor of trust (Hubbell & Chory-Assad, 2005).

Rhoades and Eisenberger (2002) conducted a literature review of approximately 70 research documents on organisational support. They found that organisational support takes place as a result of a Social Exchange. Blau (1964) suggests that an increased awareness of perceived support can be attributed to a continued positive Social Exchange relationship. Blau is supported by Gouldner (as cited in Eisenberger, Huntington, Hutchison & Sowa, 1986) who found that the norm of reciprocity gives people a sense obligation to assist the individual or group who personally helped them. Studies involving the variables procedural and distributive justice, have found the two variables to be antecedents of perceptions relating to support within organisations.

Blau (1964) explained that in a Social Exchange, trust is a mediating factor where perceived organisational support is present. Shore and Wayne (as cited in Wayne, Shore, Bommer & Tetrick, 2002) explained that both supervisor and subordinate take a risk when engaging in a Social Exchange. They suggest that although the reciprocity of the exchange may not be immediate, a balance in the exchange is inevitable. Due to the risk being taken, employees will only start to generate perceptions of support once benefits are received as a result of the Social Exchange with either the organisation or supervisor. Coyle-Shapiro (2005) suggested that perceptions of trust contribute to perceptions of organisational support. Coyle-Shapiro explained that the employee will feel disadvantaged in the Social Exchange relationship as their relationship with the organisation is indirect. The latter reason states that the employee must strongly believe that engaging in a Social Exchange relationship will eventually generate a return. Eisenberger, Huntington, Hutchinson and Sowa (1986) found evidence indicating that employees' perceptions of the

organisation and supervisor support are influenced by what they believe their favourable or unfavourable outcome would be in a Social Exchange. The definition of trust infers that a positive outcome will occur when trust is present. Therefore, the research papers aim to determine whether or not trust is a mediator between dimensions of justice and perceived support.

Based on the argument the following propositions are proposed:

Proposition 6: Trust mediates the relationship between justice and support.

Proposition 6a: A significant relationship exists between trust and perceived organisational and managerial support.

Transformational Leadership

Bass (1985) and Avolio (1999) define transformational leadership as a leadership style which enables followers to be loyal toward their leader as well as trust and respect them. Transformational leaders will drive followers to go beyond what is expected of them. Bass and Avolio (1985) developed a Multifactor Leadership Questionnaire. Pillai et al. (1999) used the questionnaire and explained the need to consider higher-order needs when operationalising Transformational leadership. Transformational leadership is defined in the context of a Social Exchange where reciprocation it is the key principle of the exchange. Transformational Leadership comprises of four dimensions (Bass and Avolio, 1992).

The four identified dimensions of transformational leadership are idealised influence, individualised consideration, intellectual stimulation and inspirational motivation (Bass & Avolio, 1992). These dimensions will be discussed below.

Idealised Influence

Idealised Influence is the ability that a leader has to evoke powerful emotions from their follower. The ability influences the follower to identify with and mimic their leader (Bass & Avolio, 1994).

Individualised Consideration

Individualised Consideration focuses on the career development of the follower. The dimension specifically incorporates the leader's ability to coach, develop and feed back to the follower (Bass & Avolio, 1992).

Intellectual Stimulation

Intellectual Stimulation is a leader's ability to encourage their followers to take risks and be more aware of possible problems in their surroundings. The leader would also encourage a follower to find alternative ways to overcome problems and to remain positive about the situation (Avolio, 1994; Bass, 1998).

Inspirational Motivation

Inspirational Motivation is a leader's ability to inspire and motivate their followers in any situation (Avolio, 1994).

Leadership in a Social Exchange

Ambrose and Schminke (2003) support the finding that Social Exchanges mediates the relationship between justice and the different outcomes. They further concluded that trust is a mediating factor. Pillai et al. (1999) suggest that supervisors are able to influence positive outcomes in an exchange where procedural justice and trust are present. Their results showed that a significant relationship exist between transformational leadership and procedural justice ($r = .75, p = .01$) as well as trust ($r = .59, p = .01$). Engelbrecht and Chamberlain's (2005) South African study supported Pillai et al.'s study and found there to be a significant relationship between

transformational leadership and justice ($r = .87$). Their results showed that justice mediated the relationship between transformational leadership and trust.

Alexander and Ruderman (as cited in Pillai et al. 1999) established that both procedural and distributive justice have a high correlation with trust. Further research recognised that the strength in the relationships between justice and trust were not equal. Alexander and Ruderman (as cited in Pillai et al.), found that the relationship between trust and procedural justice ($r = .63$) is stronger than the relationship between trust and distributive justice ($r = .40$). Pillai et al. found that just policies and procedures have a positive impact on employees' relationships and perceptions of their supervisor and organisation. Pillai et al. suggest that it would prove difficult for any leaders to achieve trust in an organisation without any form of fairness in their actions. Transformational leaders need to be unbiased in their styles in order to obtain some form of trust in their relationships. The latter suggests that justice mediates the relationship between leadership and trust.

The strength of the relationships between transformational leadership and justice needs to be further explored. Pillai et al. (1999) determined that there is a correlation between transformational leadership and procedural justice ($r = 0.46, p < 0.01$) which suggests that procedural justice may partly mediate the relationship between transformational leadership and trust. Krafft et al. (2004) found the relationship to be not significant within the South African context. Engelbrecht and Chamberlain (2005) found support for Pillai et al.'s findings ($r = 0.87, p < 0.05$). Pillai et al.'s study found a relationship between transformational leadership and distributive justice ($r = 0.72, p < 0.1$).

Three research groups' results regarding the relationship between distributive justice and trust vary. Pillai et al. (1999) and Folger and Konovsky (1989) found a moderate relationship between the two constructs, however Konovsky and Plugh (1994) found the relationship between the two constructs to be not significant. Krafft, Engelbrecht and Theron's (2004) findings supported Pillai et al.'s model stating that distributive justice is correlated with trust. Transformational leadership, by definition, focuses on higher order needs and thus a direct relationship between trust and transformational leadership may occur. Justice is the fairness of procedure and distribution of

resources and rewards (Cropanzano & Greenberg as cited in Hubbell & Chory-Assad, 2005). Leaders acting in a fair way may increase the perceptions of trust within a Social Exchange (Pillai et al.). The presence of justice in the exchange is believed to mediate the relationship between transformational leadership and trust.

Proposition 7: Justice mediates the relationship between transformational leadership and trust.

Proposition 7a: A significant relationship exists between transformational leadership and justice dimensions

Finally, the outcome of the social exchange where transformational leadership, justice, trust and support are present will be considered in the next paragraphs.

Intention to quit

Employee turnover, that is reasons attributed to people leaving the organisation, has been studied. Organisations make use of exit interview tools to determine why employees have chosen to leave the organisation. The information may be valuable but cannot always be used to re-employ the employee who has left. Turnipseed (as cited in Kahumuza & Schlechter, 2008) suggests that key talent can only be managed effectively if organisations know the reasons why employees consider leaving the organisation. Firth, Mellor, Moore and Louquet (2003) explain that organisational and supervisory support will have a direct impact on an employee's intention to quit.

Intention to quit is defined as the degree to which an employee intends to stay with or leave an organisation (Boschoff, Van Wyk, Hoole & Owen, 2002). Intention to quit is explained as a contributor to dissatisfied employees and employee turnover (Firth, Mellor, Moore & Louquet, 2003). It is important for a supervisor to determine why employees intend to quit. Kahumuza and Schlechter (2008) suggest that perceived support can influence organisational behaviours such as organisation success and

intention to quit. Kahumuza and Schlechter found that perceived support had a direct negative impact on intention to quit ($r = -0.521, p < 0.01$) and perceived supervisor support had a direct negative relationship with intention to quit ($r = -0.525, p < 0.01$). Kahumuza and Shlechter found support for relationship between the perceptions of support and intention to quit. Based on the above argument the following proposition is proposed:

Proposition 8: Perceived supervisor support has a direct negative relationship with intention to quit.

The direct relationship between perceived organisational support and intention to quit was not tested by Kahumuza and Schlechter (2008). The relationship between perceived organisational support and perceived supervisor support was discussed earlier in the chapter. Rhoades and Eisenberger (2002) found support for the relationship between perceived organisational support and perceived supervisor support. Leaders reflect the organisation (Levinson as cited in Rhoades Eisenberger, 2002). The perceptions of organisational support are believed to have an influence on an employees' intention to quit.

Based on the above argument the following proposition is proposed:

Proposition 9: A negative relationship exists between perceived organisational support and intention to quit.

Integrated conceptual model

Research findings by Pillai et al. (1999) established that significant relationships between the following variables: transactional leadership, transformational leadership, trust and justice exist. The study conducted offers alternative models which do not prove significant. Their findings substantiate the aforementioned literature and some of the posed propositions. The difference between the Pillai et al.'s model and the current research is that Pillai et al. suggest job satisfaction,

organisational citizenship behaviours and organizational commitment as consequences of trust in a Social Exchange relationship. The present study will adapt Pillai et al.'s model to determine whether or not transformational leadership influences intention to quit as mediated by justice, trust and perceived support.

Based on the literature review and Pillai et al.'s (1999) established model, an integrated conceptual model is proposed and the relationships between the constructs will be investigated further (see Figure 2).

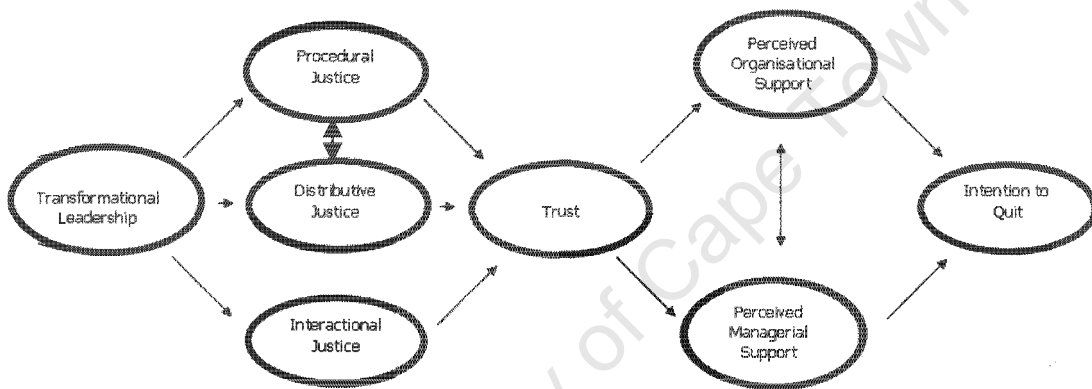


Figure 2:
Integrated Conceptual Model

CHAPTER 3

METHOD

This research used a descriptive research design. Hair, Babin, Money and Samouel (2003) explain descriptive design as research structured and designed to measure the characteristics in a research question. They explain that hypotheses are used to structure what needs to be measured. In this research propositions are used to provide structure.

Research design

The research design elements are: cross-sectional, ex post facto as well as quantitative measures ensure that validity and consistency are high. The research instruments used are established and as a result valid and reliable, thus ensuring overall quality in research collection.

Cross sectional ex post facto descriptive research was utilised. Hair, Babin, Money and Samouel (2003) explain cross-sectional studies as studies that can provide a description of elements at a given point in time. The information is therefore collected at a single point in time. Black (1999) explains that *ex-post facto* studies, literally meaning 'research done after the fact' (Mitchell and Jolley, 1996, p. 400), is preferable when there is a lack of control over independent variables. In this study, the independent variable is transformational leadership styles and the researcher does not control the variable but relies on participants' perception of their leader or supervisor. The quality and quantity of the data collection is important when *ex-post facto* research is conducted.

Units of analysis

There are two units of analysis available, namely individuals and organisations

(Terre blanche and & Durrheim, 2002). Levinson (as cited in Rhoades & Eisenberger, 2002) explains that leaders personify the organisation through their decision making and operations. The qualities of the organisation are reflected in the individual. The study measures the relationship between leaders and subordinates within the organisation and is therefore descriptive.

Data Collection

A single-composite questionnaire was used to collect the data. Single-composite questionnaires were selected as the collection method because the identified organisations were not all in the same city and funds to the researcher were limited. The advantage of using the single-composite questionnaire method is that interview bias is eliminated. However, the assumption is that participants are proficient in English and are able to self-administer the questionnaire. Due to the above factors, organisations in the formal sector were approached and employees were expected to have at least grade 12 (or Matric).

Organisations granted permission to access their staff. Thereafter, staff were asked to complete the single-composite questionnaire on a voluntary basis. The single-composite questionnaire was available in hardcopy and participants were able to drop their completed questionnaires in a sealed box or fax the final copy to the researcher.

Once all the questionnaires had been collected, the data was captured and prepared for analysis.

Sampling

A non-probability sampling technique was used for the study. The technique allowed the researcher to pre-select the sample source. Pre-selection for the current study was necessary due to lack of funds and limited access to people within organisations

(Terre-blanche & Durrheim, 2002).

Hair, Babin, Money and Samouel (2003) explain convenience sampling as a type of non-probability sampling. Convenience sampling is a technique where the researcher selects a sample group that is readily available to utilise (Hair et al.). They further explain that when a researcher has sufficient access they are able to work with large group effectively. Although convenience sampling can make the data collection process efficient the sample may not be reflective of the population which is limiting to the research.

The researcher pre-selected organisations in the formal sector that she wished to approach, and requested permission from senior managers to access their staff. The researcher was in control of the sample pool as she gained access into specific organisations. See Addendum A for the letter that was submitted to organisations.

The employees were asked to complete paper-and-pencil questionnaires voluntarily and were in no way coerced. The only prerequisite for completing the survey was that the participant must currently be actively involved in a supervisor-subordinate relationship within an organisation. The final sample size consisted of 102 participants.

The sample ($n = 102$) incorporated the following industries: advertising and media ($n = 43$), engineering ($n = 5$), project management ($n = 1$), sales and retail ($n = 13$), telecommunication ($n = 15$), construction ($n = 1$), consulting ($n = 1$), finance ($n = 3$), FMCG ($n = 1$), property ($n = 2$) and other ($n = 7$). Once permission was obtained, all employees were asked to complete the questionnaire voluntarily. The sample group consisted of 63 women (62%) between the ages of 21 and 57 years as well as 35 men (34%) between the ages of 20 and 52 years and the average length of service among participants has been three years. The group consisted of the following racial demographics: White ($n = 42$), African ($n = 9$), Coloured ($n = 40$), Asian or Indian ($n = 1$) and Unknown ($n = 9$).

Measuring instruments

A single composite questionnaire was created the following established questionnaires: Bass and Avolio's (1985) Multifactor Leadership Questionnaire, Moorman's (1991) questionnaire for Organisational Justice, Ferres (2001) Workplace Trust Survey, Eisenberger, Huntington, Hutchison and Sowa's (1986) Survey of Perceived Organisational Support and Cohen's (1993) Intention to Quit questions. Due to financial constraints and limited access to resources, the established surveys were used as they have previously been used in South Africa and are validity and reliable. The questionnaire consisted of six sections, the final hardcopy of which is attached as Addendum B.

Section A: Leadership

In this research, only transformational leadership was investigated. Therefore, only questions pertaining to transformational leadership from the Multifactor Leadership Questionnaire (MLQ) (Bass, 1985) were used. Bass's elaboration on House's 1977 conceptualisation of transformational leadership include four main dimensions, namely Individualised Consideration, Idealised Influence, Inspirational Motivation and Intellectual Stimulation (Lowe, Kroeck and Sivasubramaniam, 1996).

Leadership was tested using Bass and Avolio's (1985) Multifactor Leadership Questionnaire (MLQ). Tejada (as cited in Vinger & Cilliers, 2006) identifies that the MLQ is one of the most popular leadership testing tools in the world. Vinger and Cilliers explain that the tool is used across various organisations and industries as well as in various cultures. The survey has been used by Pillai et al. (1999) as well as by Krafft al. (2004) and in the South African context by Engelbrecht and Chamberlain (2005). Pillai et al. ($0.58 < \alpha < 0.93$) and Engelbrecht and Chamberlain ($0.72 < \alpha < 0.84$) both found good internal consistency with the MLQ.

The MLQ includes 4 Individualised Consideration items, 8 Idealised Influence items, 4 Inspirational Motivation items and 4 Intellectual Stimulation items. Participants

were asked to answer the survey on a 6-point Likert-type scale ranging from 1: Almost never to 6: Almost always.

Examples of items measuring Idealised Influence:

- The person I report to acts in a way that builds my respect.
- The person I report to considers the moral and ethical consequences of his/her decisions.
- The person I report to displays a sense of power and confidence.

Section B: Organisational justice

Folger and Greenberg (1985) and Pillai, Williams and Tan (2001) cite two dimensions for organisational justice: distributive and procedural justice. A meta-analysis by Hauenstein, McGonigle and Flinder (2002) found that the relationship between procedural and distributive justice was strong, ($r = .586$, $p = .64$). They explained that because of the strong relationship between the constructs they cannot be considered separately

The following three studies utilise Moorman's (1991) questionnaire for organisational justice: Pillai et al. (1999), Krafft et al. (2004) and in the South African context, Engelbrecht and Chamberlain (2005). Moorman found satisfactory internal consistency for the entire organisational justice scale (Cronbach alpha = .93). Internal consistency was measured, distributive justice (Cronbach alpha = .94) and procedural justice (Cronbach alpha = .93) for the dimensions (Pillai et al.). Krafft et al. found high reliability, procedural justice (Cronbach alpha = 0.90) and distributive justice (Cronbach alpha = 0.94). Moorman's (1991) Procedural and Distributive Justice Questionnaire was therefore used to measure perceptions of justice, as it had demonstrated high reliability.

The organisational justice scale consists of a total of 17 items. The dimension consists of 4 distributive justice items, 7 procedural justice items and 6 interactive justice items. Participants were asked to answer the survey on a 7-point Likert-type

scale ranging from 1: Almost never to 7: Almost always.

Listed below are examples of the items measuring organisational justice

- In this company, procedures are designed to collect accurate information necessary for making decisions.
- In my current job I am fairly rewarded considering the responsibilities I have.
- During decision-making concerning formal procedure, my supervisor provides me with timely feedback about a decision and it's implications.

Section C: Trust

Ferres Workplace Trust Survey was therefore used as it is considered to be valid and a reliable measure of trust. The scale consisted of 19 items.

The trust section was divided into two sections, namely: organisation level trust (10 items) and supervisor level trust (9 items). Participants were asked to answer the survey on a 7- point Likert-type scale ranging from 1: Almost never to 7: Almost Always.

Listed below are examples of the items measuring trust on an organisational level

- I feel encouraged to perform well at my company.
- I have positive feelings about the future direction of my company.
- I perform knowing that my company will recognise my work.

Listed below are examples of the items measuring trust on a managerial level

- I believe that my manager keeps personal discussions confidential.
- I think that my manager appreciates additional efforts I make.
- I believe that my manager follows through promises with action.

Section D: Perceived support

Rhoades and Eisenberger (2002) meta-analysis on literature relating to Perceived Organisational Support made use of Eisenberger, Huntington, Hutchison and Sowa's (1986) Survey of Perceived Organisational Support (SPOS) measuring instrument. Their final sample consisted of 58 reports and internal reliability was reported as high (average Cronbach $\alpha = .90$). Eisenberg et al. explain that supervisors or managers reflect the support demonstrated by the organisation. As a result, subordinates apply humanlike characteristics to perceptions of organisational support. Sixteen items from the SPOS were used in the current study.

The adapted scale consists of sixteen items: organisational support (8 items) and managerial support (8 items). Participants were asked to answer the survey on a 7-point Likert-type scale ranging from 1: Strongly disagree to 7: Strongly Agree.

Listed below are examples of the items measuring Perceived Organisational Support

- The organisation values my contribution to its well being.
- The organisation fails to appreciate any extra effort from me.
- The organisation would ignore any complaint from me.

Listed below are examples of the items measuring Perceived Supervisor Support

- My supervisor values my contribution to its well being
- My supervisor fails to appreciate any extra effort from me
- My supervisor would ignore any complaint from me

20 items in total. These items were subject to Exploratory Factor Analysis. The Kaiser-Meyer-Olkin valued was measured at .927 above Kaiser's recommended measure of .60 (Kaiser as cited in Pallant, 2001). Barlett's test of Sphericity was significant ($p = .000$). It is therefore appropriate to complete factor analysis as on the transformational leadership scale.

The elbow of the scree plot suggests that 2 factors should be extracted however using Kaisers Criterion, four factors were extracted, where Eigenvalues ≥ 1 (eigenvalue factor 1 = 11.077, eigenvalue factor 2 = 1.144, eigenvalue factor 3 = 1.029 and eigenvalue factor 4 = 1.005). The scale was found to explain 55.38% of the variance in total.

After unidimensionality was established for transformation leadership, each dimension was tested for unidimensionality (Table 1).

Idealised influence

The dimension consists of eight items. Kaiser-Meyer-Olkin measure of adequacy was measured at 0.903, which is above the recommended value of 0.6 (Kaiser as cited in Pallant, 2001). Barlett's test of Sphericity was significant ($p = .000$). It is therefore appropriate to complete factor analysis as on the dimension. The scale was found to explain 61.80% of the variance in total. The elbow of the scree plot suggests that 2 factors should be extracted however using Kaisers Criterion, 1 factor was extracted, where Eigenvalues ≥ 1 (eigenvalue factor 1 = 4.944).

Individualised consideration

The dimension consists of four items. Kaiser-Meyer-Olkin measure of adequacy was measured at 0.702 above the recommended 0.6 (Kaiser as cited in Pallant, 2001). Barlett's test of Sphericity was significant ($p = .000$). It is therefore appropriate to conduct factor analysis. The scale was found to explain 58.67% of the variance in total. The elbow of the scree plot suggests that 2 factors should be extracted however using Kaisers Criterion, 1 factor was extracted, where Eigenvalues ≥ 1 (eigenvalue factor 1 = 2.347).

Intellectual stimulation

The dimension consists of four items. Kaiser-Meyer-Olkin measure of adequacy was measured at 0.841 above the recommended 0.6 (Kaiser as cited in Pallant, 2001).). Barlett's test of Sphericity was significant ($p = .000$). It is therefore appropriate to conduct factor analysis. The scale was found to explain 77.69% of the variance in total. The elbow of the scree plot suggests that 2 factors should be extracted however using Kaisers Criterion, 1 factor was extracted, where Eigenvalues ≥ 1 (eigenvalue factor 1 = 3.119).

Inspirational motivation

The dimension consists of four items. Kaiser-Meyer-Olkin measure of adequacy was measured at .815 above the recommended 0.6 (Kaiser as cited in Pallant, 2001). Barlett's test of Sphericity was significant ($p = .000$). The scale was found to explain 75.60 % of the variance in total. The elbow of the scree plot suggests that 2 factors should be extracted however using Kaisers Criterion, 1 factor was extracted, where Eigenvalues ≥ 1 (eigenvalue factor 1 = 3.024).

The factors extracted from transformational leadership were assumed to be the four transformational leadership dimensions, namely idealised influence, individualised influence, intellectual stimulation and inspirational motivation. Unidimensionality was established for each of these dimensions.

The Cronbach alpha for each dimension is satisfactory: idealised influence ($\alpha = .906$), individualised consideration ($\alpha = .762$), intellectual stimulation ($\alpha = .910$) and inspirational motivation ($\alpha = .888$). Cronbach alpha ranges between 0.762 - 0.91 for the dimensions, in each case $\alpha \geq .70$ (Nunnally, 1997). Items are therefore considered to be internally consistent and reliable. All factors loaded satisfactorily ($>.30$). Cronbach alpha does not increase if an item is removed. All items for each dimension are therefore kept in the questionnaire and therefore no items needed to be removed from the transformational leadership scale (see Table 1).

Table 1
Principal component loadings for transformational leadership

Idealised influence		Individualised consideration		Intellectual stimulation		Inspirational motivation	
Item	λ	Item	λ	Item	λ	Item	λ
LSCHQ1	.854	LSICQ3	.830	LSISQ19	.912	LSIMQ17	.918
LSCHQ6	.835	LSICQ20	.809	LSISQ14	.888	LSIMQ16	.870
LSCHQ4	.808	LSICQ10	.784	LSISQ18	.877	LSIMQ13	.856
LSCHQ2	.798	LSICQ15	.624	LSISQ8	.853	LSIMQ5	.832
LSCHQ7	.787						
LSCHQ9	.763						
LSCHQ11	.759						
LSCHQ12	.672						
Eigenvalue	4.94	2.34		3.12		3.02	
% variance explained	61.81	58.67		77.97		75.6	

Organisational justice

Organisational justice comprises of three dimensions namely procedural (seven items) distributive (four items) and interactional (six items) justice. Each dimension was tested for unidimensionality and only one factor was extracted for each subscale.

Procedural justice

The dimension consists of seven items. Kaiser-Meyer-Olkin measure of adequacy was measured at .814 above the recommended 0.6 (Kaiser as cited in Pallant, 2001). Barlett's test of Sphericity was significant ($p = .000$). The scale was found to explain 63.44 % of the variance in total. The elbow of the scree plot suggests that 2 factors should be extracted however using Kaisers Criterion, 1 factor was extracted, where Eigenvalues ≥ 1 (eigenvalue factor 1 = 4.441).

Distributive justice

The dimension consists of four items. Kaiser-Meyer-Olkin measure of adequacy was measured at .807 above the recommended 0.6 (Kaiser as cited in Pallant, 2001). Barlett's test of Sphericity was significant ($p = .000$). The scale was found to explain 84.98 % of the variance in total. The elbow of the scree plot suggests that 2 factors should be extracted however using Kaisers Criterion, 1 factor was extracted, where

Eigenvalues ≥ 1 (eigenvalue factor 1 = 3.399).

Interactive justice

The dimension consists of six items. Kaiser-Meyer-Olkin measure of adequacy was measured at .864 above the recommended 0.6 (Kaiser as cited in Pallant, 2001). Barlett's test of Sphericity was significant ($p = .000$). The scale was found to explain 71.09 % of the variance in total. The elbow of the scree plot suggests that 2 factors should be extracted however using Kaisers Criterion, 1 factor was extracted, where Eigenvalues ≥ 1 (eigenvalue factor 1 = 4.266).

The Cronbach alpha for the subscales ranged between 0.904 – 0.941, in each case $\alpha \geq .70$ (Nunnally, 1997), procedural ($\alpha = .904$), distributive ($\alpha = .941$) and interactive ($\alpha = .922$). Items are therefore considered to be internally consistent and reliable. Cronbach alpha does not increase if an item is removed. Table 2 shows that all factors loaded satisfactorily ($>.30$). All items for justice scale are therefore kept in the questionnaire.

Table 2
Principal component loadings for justice

Procedural Justice		Interactional Justice		Distributive Justice	
Item	λ	Item	λ	Item	λ
OJPJQ25	.856	OJIJQ32	.886	OJDJQ35	.932
OJPJQ24	.824	OJIJQ33	.883	OJDJQ37	.926
OJPJQ23	.820	OJIJQ30	.864	OJDJQ36	.921
OJPJQ27	.814	OJIJQ31	.837	OJDJQ34	.908
OJPJQ26	.811	OJIJQ28	.810		
OJPJQ21	.789	OJIJQ29	.773		
OJPJQ22	.642				
Eigenvalue	4.44		4.27		3.4
% variance explained	63.44		71.1		84.98

Trust

Trust has two dimensions: namely managerial (nine items) and organisational (ten items). The dimensions were tested separately.

Managerial trust

The dimension consists of nine items. Kaiser-Meyer-Olkin measure of adequacy was measured at .855 above the recommended 0.6 (Kaiser as cited in Pallant, 2001). Barlett's test of Sphericity was significant ($p = .000$). The scale was found to explain 62.61 % of the variance in total. The elbow of the scree plot suggests that 2 factors should be extracted however using Kaisers Criterion, 1 factor was extracted, where Eigenvalues ≥ 1 (eigenvalue factor 1 = 5.635).

Organisational Trust

The dimension consists of ten items. Kaiser-Meyer-Olkin measure of adequacy was measured at .897 above the recommended 0.6 (Kaiser as cited in Pallant, 2001). Barlett's test of Sphericity was significant ($p = .000$). The scale was found to explain 66.76 % of the variance in total. The elbow of the scree plot suggests that 2 factors should be extracted however using Kaisers Criterion, 1 factor was extracted, where Eigenvalues ≥ 1 (eigenvalue factor 1 = 6.67).

The Cronbach alphas for scales are significant organisation trust ($\alpha = 0.946$) and managerial trust ($\alpha = 0.923$). In both cases Cronbach alpha $\geq .70$ (Nunnally, 1997); the scales are therefore considered reliable. Cronbach alpha does not increase significantly if an item is removed. Table 3 shows that all factors loaded satisfactorily ($>.30$). All items are therefore kept in the questionnaire.

Table 3
Principal component loadings for trust

Managerial Trust		Organisational Trust	
Item	λ	Item	λ
OTRUSTQ43	.879	MTRUSTQ49	.889
OTRUSTQ42	.852	MTRUSTQ50	.881
OTRUSTQ40	.847	MTRUSTQ52	.856
OTRUSTQ41	.829	MTRUSTQ51	.838
OTRUSTQ38	.826	MTRUSTQ53	.805
OTRUSTQ39	.810	MTRUSTQ54	.774
OTRUSTQ47	.797	MTRUSTQ56	.763
OTRUSTQ45	.792	MTRUSTQ55	.667
OTRUSTQ46	.768	MTRUSTQ48	.601
OTRUSTQ44	.763		
Eigenvalue	6.68		5.64
% variance explained	66.76		62.61

Perceived Support

Perceived support consists of perceived supervisor support and perceived organisational support. Both dimensions have eight items. Each dimension was tested for unidimensionality.

Perceived supervisor support

Kaiser-Meyer-Olkin measure of adequacy was measured at .850 above the recommended 0.6 (Kaiser as cited in Pallant, 2001). Barlett's test of Sphericity was significant ($p = .000$). The scale was found to explain 56.27 % of the variance in total. The elbow of the scree plot suggests that 2 factors should be extracted, where Eigenvalues ≥ 1 (eigenvalue factor 1 = 4.502, eigenvalue factor 2 = 1.368).

Perceived organisational support

Kaiser-Meyer-Olkin measure of adequacy was measured at .870 above the recommended 0.6 (Kaiser as cited in Pallant, 2001). Barlett's test of Sphericity was significant ($p = .000$). The scale was found to explain 60.24 % of the variance in total. The elbow of the scree plot suggests that 2 factors should be extracted, where

Eigenvalues ≥ 1 (eigenvalue factor 1 = 6.67, eigenvalue factor 2 = 1.424).

Perceived support has two subscales, namely perceived organisational ($\alpha = .890$), and managerial ($\alpha = .902$), support. Table 4 shows that all factors loaded satisfactorily ($>.30$). If any item is removed Cronbach alpha does not increase significantly, therefore no items are removed from the scale.

Table 4
Principal component loadings for perceived support

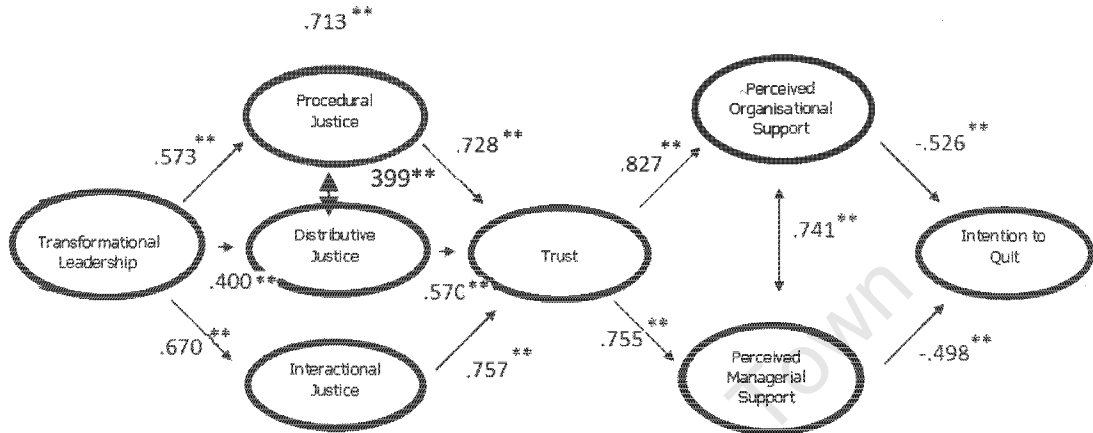
Organisational Support		Supervisor Support	
Item	λ	Item	λ
POSQ63	.887	PPSSQ69	.805
POSQ62	.879	PPSSQ70	.801
POSQ60	.869	PPSSQ68	.785
POSQ64	.842	PPSSQ71_r	.763
POSQ67	.799	PPSSQ65	.731
POSQ61_r	.726	PPSSQ72	.729
POSQ59_r	.640	PPSSQ66_r	.728
POSQ58_r	.470	PPSSQ67_r	.645
Eigenvalue	4.82		4.5
% variance explained	60.24		56.27

Correlations

Correlation analysis tests for the degree and direction of a relationship between two variables. A correlation coefficient is measured at $-1 \leq r \leq +1$. A positive correlation indicates a direct positive relationship between variables. A negative correlation indicates an inverse relationship.

The observed relationships have significant correlations and the relationships between the variables are therefore considered to be strong. All correlations with the exception of relationships between variables with intention to quit are significant and positive. Table 5 summarises the means, standard deviations, reliabilities and correlations of the variables and the dimensions.

Figure 3 shows the correlations between the variables. The correlation coefficients given are based on the variables total scores. The correlations between all the variables are significant ($p < 0.05$).



Note: $*p < 0.05$, $**p < 0.01$

Figure 3
Correlation coefficients of the research model

Table 5
Correlation matrix of all main variables and their subscales

Variable	N	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
1 Transformational Leadership	102	4.30	1.04	(.956)															
2 LSIC	102	4.18	1.16	.879**	(.762)														
3 LSIS	102	4.41	1.19	.879**	.691**	(.910)													
4 LSIM	102	4.31	1.18	.890**	.679**	.692**	(.888)												
5 LSCH	102	4.30	1.10	.934**	.779**	.759**	.813**	(.906)											
6 Justice	102	4.75	1.20	.646**	.566**	.483**	.605**	.665**	(.938)										
7 Procedural Justice	102	4.70	1.27	.573**	.517**	.448**	.518**	.572**	.809**	(.904)									
8 Interactive Justice	102	5.02	1.37	.670**	.578**	.530**	.619**	.676**	.874**	.704**	(.922)								
9 Distributive Justice	102	4.53	1.69	.400**	.346**	.261**	.396**	.436**	.809**	.399**	.519**	(.941)							
10 Trust	102	5.07	1.26	.713**	.633**	.532**	.655**	.740**	.814**	.728**	.757**	.570**	(.958)						
11 Organisational Trust	102	4.87	1.29	.560**	.494**	.380**	.482**	.583**	.778**	.699**	.663**	.592**	.941**	(.946)					
12 Managerial Trust	101	5.29	1.15	.787**	.696**	.626**	.647**	.815**	.753**	.669**	.769**	.474**	.931**	.752**	(.923)				
13 Perceived Support	102	5.19	1.39	.600**	.564**	.437**	.555**	.598**	.718**	.630**	.668**	.512**	.840**	.818**	.753**	(.934)			
14 Perceived Organisational Support	102	4.93	1.29	.505**	.441**	.371**	.505**	.519**	.687**	.624**	.600**	.506**	.827**	.868**	.676**	.941**	(.902)		
15 Perceived Managerial Support	101	5.46	1.15	.647**	.646**	.467**	.575**	.629**	.677**	.569**	.666**	.467**	.755**	.658**	.759**	.925**	.741**	(.890)	
16 Intention to Quit	100	3.59	1.81	-.258**	-.247*	-.083	-.293**	-.304**	-.470**	-.353**	-.430**	-.383**	-.541**	-.571**	-.449**	-.550**	-.526**	-.498**	(.868)

Note: N = 102 (casewise deletion of missing data); Significant Correlations: **p < 0.01, *p < 0.05

Legend

LSIC = individualised consideration

LSIS = intellectual stimulation

LSIM = inspirational motivation

LSCH = idealised influence

Multiple Regression

Hair, Babin, Money and Samouel (2003) explain that multiple regression is used to determine the influence of multiple independent variables on the single dependent variable. The relationship between the independent and dependent variables is assumed to be linear. In this research two multiple regression relationships were investigated. The relationships between the justice dimensions (independent variable) and trust (dependent variable) as well as support dimensions (independent variable) and intention to quit (dependent variable) were investigated.

Justice dimensions and trust

In this research the three justice dimensions are believed to have an impact on trust (Table 6). The over all regression model is statistically significant ($F = 71.25, p < .05$). According to Hair, Babin, Money and Samouel's (2003) correlation coefficients rule of thumb, the R^2 is significant ($R^2 = .686$). The independent variables explain 68.6% of the variance of trust. In this study each of the dimensions of justice is statistically significant predictor of trust.

Table 6
Regression model of justice dimensions and trust.

Model	F	R Square	R	Adjusted R square	t	B	Beta
(constant)	71.249	.686	.826	.676	2.783 *	.833	
Procedural Justice					4.646 *	.369	.371
Interactive Justice					4.415 *	.347	.378
Distributive Justice					3.412 *	.166	.226

Note: Predictors: Procedural Justice, Interactive Justice and Distributive Justice

Dependent variable: Trust

* $p < 0,05$

Perceived support dimensions and intention to quit

In this research the two perceived support dimensions are believed to have an impact on intention to quit. Table 7 shows that the over all regression model is statistically significant ($F = 20.86, p < .05$). According to Hair, Babin, Money and Samouel's (2003) correlation coefficients rule of thumb, the R^2 is moderately significant ($R^2 = .303$). The independent variables explain 30.3% of the variance of intention to quit. In this study both dimensions of perceived support are a statistically significant predictor of intention to quit. The model is therefore recalculated with the model: perceived organisational support (independent variable) and intention to quit (dependent variable).

Table 7
Regression model of perceived support dimensions and intention to quit.

Model	F	R Square	R	Adjusted R square	t	B	Beta
(constant)	20.857	.303	.550	.288	10.716 *	8.010	
Perceived Supervisor Support					-1.883 *	-2.479	-.349
Perceived Organisational Support					-2.749 *	-.491	-.239

Note: Predictors: Perceived Supervisor Support and Perceived Organisational Support

Dependent variable: Intention to Quit

* $p < 0,05$

Mediation

Baron and Kenny (1986) define a mediator as a variable which explains the relationship between the independent and dependent variable. They test for mediation following a three step regression process. The process will determine the effect of the independent variable on both the mediator and the dependent variable and the effect of mediator on the dependent variable. If all three steps are satisfied then mediation does occur.

Baron and Kenny's (1986) steps are listed below:

- Step 1: A significant relationship exists between the independent and dependent variable.
- Step 2: A significant relationship exists between the independent and the mediating variable.
- Step 3: The independent and mediating variable are used to predict the dependent variable in a regression equation.

If all three steps are satisfied, it is believed that mediation does occur.

Organisational justice as a mediator between transformational leadership and trust

Table 6 illustrates that both step 1 and 2 are satisfied.

Step 1: A significantly positive correlation exists between transformational leadership and trust ($r = .713, p < 0.01$). Step 1 is therefore satisfied.

Step 2: A significantly positive correlation exists between transformational leadership and organisational justice ($r = .646, p = < 0.01$). Step 2 is therefore satisfied.

Step 3: Transformational leadership and justice significantly predicts organisational justice and explains 72.3 % of the variance in trust (Table 12). Justice explains more of the variance in trust than transformational leadership. Step 3 is therefore met and organisational justice is believed to mediate the relationship between transformational leadership and trust, H_8 is therefore accepted.

Table 12
Transformational leadership, organisational justice and trust

Independent variables	Beta	t-value	F-value	Sig. F	R square
Model*			129.76	.000	.723
Constant		1.203 *	.550		
Transformational Leadership	.390	4.633 *			
Justice	.638	8.749 *			

Note: Dependent variable: Trust

Predictors: (constant), transformational leadership and organisational justice.

* $p < 0,05$

Trust as a mediator between organisational justice and perceived support

Table 6 illustrates that both step 1 and 2 are satisfied.

Step 1: A significant positive relationship exists between organisational justice and perceived support ($r = .630, p < 0.01$). Step 1 is therefore satisfied.

Step 2: A significant positive relationship exists between organisational justice and trust ($r = .840, p < 0.01$). Step 2 is therefore satisfied.

Step 3: Organisational justice and trust significantly predicts perceived support and explains 71 % of the variance in perceived support (Table 13). Trust explains more of the variance in perceived support than organisational justice. Step 3 is therefore met and trust is believed to mediate the relationship between organisational justice and perceived support, H_5 is therefore accepted.

Table 13
Organisational justice, trust and perceived support

Independent variables	Beta	t-value	F-value	Sig. F	R square
Model*			120.92	.000	.710
Constant		4.698 *			
Justice	.096	1.078 *			
Trust	.686	8.129 *			

Note: Dependent variable: Perceived Support

Predictors: (constant), organisational justice. And trust

* $p < 0,05$

Perceived support as a mediator between trust and intention to quit

Table 6 illustrates that both step 1 and 2 are satisfied.

- Step 1: A significant negative relationship exists between trust and intention to quit ($r = -.541, p < 0.01$). Step 1 is therefore satisfied.
- Step 2: A significant negative relationship exists between trust and perceived support ($r = .840, p < 0.01$). Step 2 is therefore satisfied.
- Step 3: Trust and perceived support significantly predicts intention to quit and explains 32.4 % of the variance in intention to quit (Table 14). Perceived support explains more of the variance in intention to quit than trust. Step 3 is therefore met and support is believed to mediate the relationship between trust and intention to quit.

Table 14
Trust, perceived support and intention to quit

Independent variables	Beta	t-value	F-value	Sig. F	R square
Model*			23.26	.000	.324
Constant					
Trust	-.385	-1.748 *			
Support	-.517	-2.121			

Note: Dependent variable: Intention to Quit

Predictors: (constant), trust and perceived support

* $p < 0,05$

CHAPTER 5

DISCUSSION

The aim of the study was to determine if, in a Social Exchange where employee, supervisor and organisation are engaged, a relationship between transformational leadership and intention to quit existed and whether or not the relationship was mediated by perceptions of justice, trust and support. The South African work force, and specifically the formal employment sector was the area in which research was conducted.

The path transformational leadership, justice and trust

Transformational leadership is defined as the influence a leader has on their followers to yield positive outcomes (Vinger and Cilliers, 2006). Four dimensions of transformational leadership are identified: Idealised Influence, Individualised Consideration, Intellectual Stimulation and Inspirational Motivation (Bass and Avolio, 1992). Blau (1964) suggested that trust must be present in a Social Exchange to ensure a continuous mutually beneficial relationship. When justice is unpacked it consists of distributive, interactive and procedural justice. All justice types, by definition, are centred on fairness. A high perception of fairness from a leader will positively influence trust in a relationship. Pillai et al. (1999) explain that trust in a leader will increase when employees are able to see that their leader is fair in their working procedure and decision making. The research shows that the three-dimensional construct of justice does mediate the relationship between transformational leadership and trust. The research supports the findings of Pillai et al. and Engelbrecht and Chamberlain (2005) who found that transformational leadership has a direct relationship with trust; however the strength of the relationship is increased when justice acts as a mediator. The research confirms the importance of fairness or perceived justice within organisations way of workings. The research found a positive strong relationship between transformational leadership and the three justice dimensions ($r = .400 - .670, p < .01$). One international study and two local studies demonstrate the influence of fairness on trust. It is therefore

imperative that organisations establish policies and procedures that are equitable to all staff. The study finds support for the proposition 7a, a significant relationship exists between transformational leadership and three justice dimensions, namely procedural, interactive and distributive justice.

Organisational justice and trust

Procedural justice and trust

Hubbell and Chory-Assad (2005) established that justice is a predictor of trust. Engelbrecht and Chamberlain (2005) explored the relationship between procedural justice and trust within the South African context. Hubbell and Chory-Assad found that a positive, significant relationship does exist between justice dimensions and trust ($r = .43 - .85, p < .001$). The current study supports Hubbell and Chory-Assad and Engelbrecht and Chamberlain's findings. The current study found support for the relationship between procedural justice and trust ($r = .728, p < 0.01$). Because of the findings in this sample the research finds support for the proposition 3, a statistically significant relationship does exist between procedural justice and trust.

Distributive justice and trust

The research found that a positive, significant relationship is believed to exist between the variables distributive justice and trust ($r = .570, p < 0.01$). This research supports Pillai et al. (1999) findings. Distributive justice has a stronger relationship with organisational trust than on managerial trust or trust. Distributive justice is operationalised as the fairness of the distribution of outcomes. The fairness of outcomes can be influenced by the way of working dictated by the organisation. This suggests that although leaders may be equitable and fair in their outcome distribution, their ultimate justification may be due to the established practice of the organisation. The research found support for proposition 4, a statistically significant relationship does exist between distributive justice and trust.

Interactive justice and trust

The research found support for the relationship between interactive justice and trust ($r = .757, p < .01$). The research supports Krafft, Engelbrecht and Theron's (2004) research. The research found support for proposition 5; a statistically significant relationship does exist between interactive justice and trust.

The relationship between justice dimensions and trust

In a regression model with justice dimensions as the predictors of trust, the independent variables explain 68.6% of the variance in trust. A relationship between justice dimension and trust therefore does exist. All three dimensions have a statistically significant Beta and therefore no independent variables are removed from the model. When the two dimensions namely, procedural and distributive justice on trust are compared, it is found that procedural justice explains more variance of trust than distributive justice. The greater influence of procedural justice on trust supports the findings of Pillai et al. (1999). They found that distributive justice has a negative relationship with trust ($r = -.04, p < .05$) whereas procedural justice has a significantly positive relationship with trust ($r = .34, p < .01$). Cropanzano and Greenberg (as cited in Hubbell and Chory-Assad, 2005) found that procedural justice is a stronger predictor of trust than distributive justice. The study therefore supports the findings of both Pillai et al. and Cropanzano and Greenberg (as cited in Hubbell and Chory-Assad).

Procedural and distributive justice

Three justice types were active in the study, namely procedural, distributive and interactive. Pillai et al. model only considered procedural and distributive justice. They found that a significant positive relationship existed between the two variables ($r = .55, p = .01; r = .49, p = .01$). Hauenstein, McGongigle and Flinder (2001) found

a significant relationship between the two variables, procedural and distributive justice ($r = .586, p = .64$). The research presents a strong relationship ($r = .704, p < 0.01$), supporting Pillai et al. and Hauenstein et al.'s findings. Krafft used the variables in South African research but did not test for correlation between the two variables. Engelbrecht and Chamberlain (2005) used an adapted version of Pillai et al.'s model but only considered procedural justice. The results of the relationship between procedural and distributive justice cannot currently be compared to other South African studies, however the findings do support Pillai et al.'s American based study. The research found support for proposition 2; a statistically significant relationship does exist between interactive justice and trust.

The path justice, trust and perceived support

Pillai et al. model does not consider perceptions of support as an antecedent of trust. Local studies which have utilised Pillai et al.'s model consider organisational citizenship behaviour, job satisfaction or affective commitment as antecedents of trust. Literature has shown that trust may be a predictor of perceived support (Hauenstein, McGonigle and Flinder, 2001 and Ambrose and Schminke, 2003). The current study therefore explored the relationship between justice, trust and perceived support, where trust was a mediator.

Rhoades and Eisenberger (2002) found that organisational support was present in a Social Exchange. Blau (1964) explained that positive perceptions relative to the Social Exchange would increase the continued exchange. It is assumed that a high perception of trust in a Social Exchange will positively influence perceptions of support. Table 5 shows the high correlations between trust and its dimensions and support and its dimensions ($r = .658 - .868, p < .01$).

The research has shown that the two-dimensional construct trust does mediate the relationship between justice and perceived support. The research demonstrates the importance of trust between leaders and their subordinates. It is therefore important that leaders, as agents of the organisation, in their ways of interacting with staff act in a fair way and ensure that their employees are able to trust them. The increased

perceptions of justice will influence trust and trust will influence the perception of support. The research find support for proposition 6, trust is believed to mediate the relationship between justice and perceived support.

The path trust, perceived support and intention to quit

Trust and perceived support as predictors of intention to quit have not previously been researched within the South African context. The research shows that trust and perceived support have a significantly negative relationship with intention to quit and that perceived support does mediate the relationship between trust and intention to quit.

Kahumuza and Schlechter (2008) applied an adaptation of Pillai et al.'s model within South Africa and found that organisational citizenship behaviour, job satisfaction and affective commitment are predictors of intention to quit. Perceived support was significantly correlated with organisational citizenship behaviour, job satisfaction and affective commitment as well as a significantly negative relationship existed between perceived support and intention to quit. This study established a relationship between perceived support and intention to quit ($r = -.550, p < .01$). The research supports Kahumuza and Schlechter findings ($r = -.521, p = .001$). The correlation between perceived support and the predictors of intention to quit suggest that trust and perceived support would significantly predict intention to quit. Perceived support specifically has not previously been tested as a mediator between trust and intention to quit. The research supports Kahumuza and Schlechter's findings as well as satisfies the requirements of Baron and Kenny's (1986) three step process for mediation. It is therefore important that organisations and their leaders start to be more aware of employees perceptions of their and the organisations support. The research found support for propositions 8 and 9, a statistically significant relationship does exist between perceived supervisor support and intention to quit as well as between perceived organisational support.

Perceived supervisor support and perceived organisational support

According to the research model, a strong positive correlation exists between perceived supervisor and organisational support ($r = .741, p < 0.01$). The research supports Rhoades and Eisenberger (2002), who found a significant relationship between perceived supervisor and organisational support ($r = .47, p < .001; r = .55, p < .001$). Levinson (as cited in Rhoades and Eisenberger, 2002) explains that leaders are agents of the organisation. The significantly strong relationship between perceived supervisor and organisational support demonstrates that supervisors do reflect the organisation. The research found support for proposition 1, a statistically significant relationship does exist between perceived supervisor support and perceived organisational support

Limitations and Recommendations for future research

The three primary limitations to the study were access to funds, the sample size and mono-method bias.

Access to funds limited the researcher as this would have allowed for the creation of an effective online survey tool, which would have enabled access to a greater sample.

The sample was limiting in size as well as the method for sampling. The sample is not representative of South Africa and results could therefore not be generalised. The results are valuable as they are parallel to previous research, however findings may have been of more value if they could be generalised.

The convenience sampling was chosen as access to different groups was limited by availability of funds. Hair, Babin, Money and Samouel (2003) highlight that convenience sampling is limited because the sample is not reflective of the population.

Suggestions for future research

This research supported previous findings for the relationships between the variables: leadership, justice, trust, support and intention to quit. Furthermore, the research indicates that a relationship between transformational leadership and employees' intention to quit does exist. It is suggested that the research model be tested across a greater range of industries and where possible, in the informal sector as well. The research can be improved by using alternative measures of the constructs and more sophisticated statistical analysis to investigate the model.

There are two main leadership styles, namely transformational and transactional leadership. A comparative study or a new study with an amended model including transactional leadership style should be considered. Pillai et al. (1999) found a correlation between transformational and transactional leadership ($r = .75, p = .05$). A relationship therefore does exist between the two styles. Further research could determine which leadership style has a greater impact on an employees' intention to quit.

Managerial impact on organisations

The research shows that a relationship between transformational leadership and intention to quit does exist in the South African environment. The relationship is mediated by justice, trust and perceived support.

Organisations need to be made aware of the value contribution leaders can have on their employee turnover. Where possible, investments need to be made in terms of training and mentoring for employees in leadership roles. It is important that organisations ensure their ways of working are equitable to all stakeholders.

The value gained in fair procedure is clearly demonstrated in the model. Justice strongly influences trust and therefore mediates the relationship between transformational leadership and trust. Furthermore, the variables in the Social

Exchange; namely transformational leadership, justice, trust, perceived support and intention to quit are predictors of other behaviours within an organisation. Pillai et al. (1999) found that trust is a predictor of job satisfaction, organisational citizenship behaviour and organisational commitment. Kahumuza and Schlechter (2008) applied an adaptation of Pillai et al.'s model and found that perceived support is a predictor of organisational citizenship behaviour, job satisfaction and affective commitment within South Africa.

University of Cape Town

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Addendum A

Access Letter

44 Second Avenue
Rondebosch East
7780
Cape Town
[date]

Dear (manager)

RE: PERMISSION TO ACCESS STAFF

Employee retention is a real issue affecting both the organisations and the South African government. Year after year the country sees a mass exodus of skills. Research has suggested that leadership and organisations play a major role in employee retention.

Leadership styles greatly affect employees and their organisation. Research has been completed regarding the best leadership styles. The study I wish to conduct is about the effect of leadership styles on perceptions of justice, support and trust within organisations.

What does this mean for you? Between the 2nd and 3rd quarter of the year I would like to request that the leadership team of your company complete an online survey. The survey will ask questions about leadership, justice, trust and perceived support. The survey will not take more than 20 minutes to complete and will be 100% anonymous. Furthermore, the name of your company will not be reflected in the study. The results of the study will be available to you on your request.

If you would like to allow me to access your staff, please sign the attached form. If you have any further requests or require further information please feel free to contact me at any time.

Kind regards,

Shireen McWhite

Mobile + 27 72 319 2525

e-mail shireen.mcwhite@gmail.com

Name _____ Organisation _____

Contact number _____ Signature _____

I, _____, allow Shireen McWhite access to my staff and the right to ask them to complete an online survey. I understand that my company and its individuals will not be disclosed while conducting the survey.