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<b><u>Name:</u></b>	Joseph Nyakallo Tsatsi
<b><u>Student Number:</u></b>	TSTJOS002
<b><u>Course code:</u></b>	SWK 501X [Minor Dissertation]
<b><u>Submission Date:</u></b>	09 September 2002
<b><u>Supervisor:</u></b>	Associate Professor. Andre De V Smit

**Title:** *A study of a relationship between leadership style and job satisfaction in five homes of the elderly in the Western Cape.*

**Declaration:**

*This work has not been previously submitted in whole, or part, for the award of any degree. It is my own work. Each significant contribution to, and quotation in, this dissertation from the work, or works, of other people has been attributed, and has been cited and referenced.*

**Signature:** ..... **Date:** 09 September 2002

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## **ABSTRACT**

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*This is a quantitative study that was done in five homes of the elderly in the Western Cape where 51 nurses and 9 head nurses were studied. This study attempts to determine if there is a significant relationship between a head nurse's leadership style and job satisfaction of nurses she/he supervises. The instrument used to determine the leadership style of head nurses is the Least Preferred Co-worker (LPC) scale. This scale identified 3 head nurses as task motivated leaders and 6 as relationship motivated leaders. To measure job satisfaction the Job Satisfaction Survey (JSS) was used. This instrument provided total satisfaction scores of nurses and it also gave satisfaction scores of different aspects of their job.*

*The results of the study showed the existence of the relationship between these two leadership styles and the job satisfaction of the nurses. The results also indicated similar fluctuations patterns in the job satisfaction scores of nurses in both task and relationship motivated categories. On one hand nurses under task motivated leaders had higher overall job satisfaction scores than the nurses under relationship motivated leaders. On the other hand, nurses under a relationship motivated leader had relatively higher scores when two head nurses belonging to one organisation were studied. Lastly, one believes that leaders should try to find a balance between these two leadership styles (Relationship motivated and Task motivated) in order to achieve efficiency in organisations.*

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## CHAPTER 1

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### Introduction

#### Leadership and Job Satisfaction

Many academics that are involved in organisational development came up with different approaches and theories to bring about efficiency and effectiveness in organisations. Almost all approaches they suggested indicate that efficiency and effectiveness could be achieved by focusing on an individual who is an employee.

A lot has been said about how employees should behave or how they should be treated by their employers in the work place. Different approaches on how leaders should behave in organisations in order to bring efficiency and effectiveness in organisations will be discussed in detail in chapter 2.

Many social service organisations' major focus is achieving efficiency and effectiveness by having satisfied or happy staff. Some theorists state that satisfaction can be achieved by providing for employee's psychological needs. That is focusing on the development of the motivating factors that will cater for employee's needs for achievement, recognition, status, and responsibility. On the other hand some theorists link employee satisfaction with leadership in an organisation. They state that a leader has the power to influence the attitudes of employees about their work.

That is why an author like Kaplan (1990) believes that work should be directed at helping employees to be better informed. Leaders should be able to create an environment that is conducive for employees to be empowered with necessary skills.

In this research paper the author wants to find out if there is any significant relationship between leadership style and job satisfaction. Most of the research that was done on this topic focuses more on the private and profit driven organisations. Very little has been said about social service organisations or non-governmental organisations (NGO's).

What is applicable in a profit driven organisation might not be applicable to a non-profit organisation. Business organisations focus more in generating profits and meeting targets. While the non-governmental organisations focus more on delivering social services. Despite the difference in focus, both profit and non-profit organisations use the same leadership and management principles.

Moreover, both profit and non-profit driven organisations function because of people who are employed by them. Employees form an important part of the organisation because they are the ones that deliver services or generate profits. In this research paper the focus is on

employees. It therefore would not make a difference using a literature or research studies made on profit driven organisations in a non-profit organisation study.

The author wants to explore and see if there is a relationship between these leadership style and job satisfaction, focusing specifically at the old age homes in the Western Cape.

People who participated in this research are from five old age homes in the Western Cape whose names cannot be mentioned because of anonymity and confidentiality that should be maintained. The participants are nurses and their supervisors. Participation of the organisation and their employees was absolutely voluntary.

This research paper is divided into five chapters that deal with different aspects of the research. Chapter 1 introduces what the research is all about, it also gives a direction of the paper. Chapter 2 deals with the review of the existing literature in the topic to be explored. Chapter 3 is about how the research was to be conducted, it is about the research methodologies that were used. Chapter 4 deals with the presentation of the main findings and it also deals with the analysis of this findings. Chapter 5 is the last chapter, it deals with some conclusions and

recommendation. It will also bring closure to what has been dealt with in the paper.

The appendix is the final section of the research paper. This section contains a list of references of the literature that was used, letter of access and copies of questionnaires.

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## Chapter 2

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### (2) Literature Review

In formulating a theoretical perspective it is crucial to discuss these two concepts separately (leadership and job satisfaction). Definitions and debates around the concepts are discussed in detail as the research paper unfolds. The literature that deals specifically with the topic follows immediately after the discussion. Firstly, the concept leadership is defined and discussed and then followed by the definition and the discussion of job satisfaction.

#### (2.1) Leadership

Leadership is one of the most extensively studied concepts in the social sciences. Various theorists and researchers in trying to define and explain the concept have developed different leadership models and theories. It therefore becomes very difficult to give an absolute true definition of leadership because the theorists themselves disagree on the concept.

Since there are many definitions of leadership two definitions are used in this paper. These definitions seem to encompass all other definitions or they seem to bring out clearly what leadership is in organisations. Leadership can be defined as a process that provides direction and

influence (change attitude and behaviour) to individuals or groups or communities to achieve a commonly held goal (Smit: 2000). The other definition is that it is a process of influencing others in that enhances their contribution to the realisation of group goals (Haslam 2001: 58). Both definitions indicate that leadership is about an influence a leader has on subordinates that seem to have a huge impact on how they behave.

There are tons and tons of literature on leadership. Most of this literature is in the field of social sciences. It could be found in the streams of religious studies, anthropology, politics, sociology, psychology, and management studies. All these streams have more or less similar views of leadership. Some of these views are represented in the models and theories that are discussed below.

One theory of leadership that could be mentioned is the *Trait Theory*, which tries to explain leadership by identifying specific characteristics associated with leadership success. Leadership traits are studied by choice of associates, by nomination or rating by observers, and by analysis of the biological data. (Gibson, Ivancevich and Donnelly, 1991:370)

According to the Trait Theory, leaders are identified by their distinctive physical, intellectual and social characteristics. Intelligence is one of the important characteristics when selecting a leader. Leaders should be more intelligent than followers. This is determined by the leader's ability to make good judgements, have good insight and good imagination (Haslam: 2001). Having all these qualities will automatically make a leader, because he will be able to direct, manage and influence others.

Moreover, Gibson, Ivancevich and Donnelly (1991:370) state that a leader should not be too intelligent than followers are, because it will create dysfunction in the organisation. A leader will have a problem in communicating ideas and policies to subordinates when he / she is dealing with followers of average Intelligence Quotient (IQ)

The other characteristic worth mentioning is a personality of a leader. Traits like alertness, originality, integrity and self-confidence are considered to be vital for effective leadership. Physical characteristics such as age, height, and weight also come into the picture especially when selecting a leader for a nation or a military group.

This approach created a situation where men (males) are regarded as making best leaders than women (females). Men took leadership positions in governments, churches, and other organisations just

because they have these required qualities by nature. In relative terms men have the height, weight, and are physically strong than women by nature. This could explain why there were so many male dominated societies in the past. Even today in the 21<sup>st</sup> century males still dominate many communities, organisations and governments.

The second leadership model consists of *Behavioural Theories*. These theories were pioneered by Rensis Likert in the 1940s. Unlike the Trait theory these are based primarily on what the leader does rather than on what the leader is. The way the leader behaves when carrying out his / her job is of significance when explaining leadership. These theories stimulated an interest from many researchers. This led to the development of the *Job Centred and Employees Centred leadership* developed by a group of researchers at the University of Michigan.

In this study two styles of leadership were identified. The first one is *Job-Centred leadership style*. This relates to the leader's ability to structure his/her own work and the work of the subordinates with the aim of achieving a certain goal. Here a leader closely supervises and observes the work of others. The leader relies on coercion, reward and legitimate power to influence the behaviour and performance of followers (Gibson, Ivancevich and Donnelly, 1991:374-5)

The second style of leadership identified is the *Employee Centred leadership style*. It refers to the leader's ability to look after the interest and the welfare of employees he/she leads and also to trust and respect them (Haslam, 2001:59). Here the leader only supervises the work of others. He / she believes in delegating decision making and aiding followers in satisfying their needs by creating a supportive work environment (Gibson, Ivancevich and Donnelly 1991)

In this behavioural type of leadership four categories of effective leadership behaviour were identified. These are highlighted by

Haslam (2001:59). They are:

- Support, leader's ability to support his/her subordinates.
- Interaction facilitation, leader's ability to lead and interact with the subordinates.
- Goal emphasis, leader's ability to attain organisation's goals.
- Work facilitation, leader's ability to structure work and interactions in order to achieve organisation's goals.

*Support* and *interaction facilitation* categories are found mostly in leaders that are more employee-centred. On the other hand *goal emphasis* and *work facilitation* categories are common in job centred leaders.

One believes that it is important for a leader to have both job centred and employee centred characteristics in the organisations. On one hand, leaders are there to help the organisation to achieve their goal and

objective. On the other hand they have to make sure that their employees are well looked after.

Blake and Mouton (1964) view the behaviour of leaders as an important influence on employee satisfaction and direct their focus at leadership style and the response of the subordinates. They developed a three dimensional model called the Grid, which has the greatest effect on how people operate in organisations.

The model seems to bring a balance between the two above-mentioned behavioural leadership styles. That is the job centred and employee centred leadership styles. The balance was brought by introducing the third dimension, which is leader's motivation. Whether leader's actions emanated from a desire to be loved or from a fear that something might go wrong.

According to this model, a leader moulds his/her operations according to how his/her subordinates respond. This means that if the subordinates cooperate with the leader in terms of the structure of work they will be rewarded. The leader will show more employee centred behaviour. Conversely, if subordinates are not cooperative there will be some sort of punishment that will follow.

The third model of leadership theories is the Situational Theories, also known as the Contingency approach. The Situational theories assume that an appropriate leader behaviour varies from one situation to another. Griffin (1996) states that the goal of a situational leadership theory is to identify key situational factors and to specify how they interact to determine appropriate leader behaviour.

The theory considers a successful leadership to be a product of the match between the characteristics of the leader (task motivated or relationship motivated) and features of the situation. Specifically, the quality of the relationship between a leader and other group members, the degree to which a leader has power, and the extent to which the group task is structured (Haslam 2001:61).

An example of the situational theory is the Least Preferred Co-worker (LPC) developed by Fred Fiedler. It states that the performance of a group is dependent on the interaction between leadership style and situational favourableness. Leadership is viewed as a relationship based on power and influence (Gibson, Ivancevich and Donnelly, 1991:379).

To measure leadership consideration of an individual Fiedler developed a scale called The Least Preferred Co-Worker Scale, which consists of 18

questions. The scale was developed to categorise the leadership style, whether a leader is Task oriented, relationship oriented or whether he/she possesses a mix of the two styles.

By being relationship centred means that the leader takes a personal interest in the employees life. These could be in employee's health, personal problems in the employee's life, and in any off job activities.

A job centred leader on the other hand is more interested in job-related issues, for an example achieving organisations goals and completion of tasks. His or her relationship with employees ends in the work place and it does not go beyond that. The questionnaire is attached in the appendix (ii) and it is the one that was used in this research. It is explained in detail later in the paper on how it measures the style of leadership.

Furthermore, the contingency theory is dependent on the situational favourableness. This simply says that appropriate leader behaviour will differ from one situation to another, a leader should be able to assess the situation appropriately in order to apply relevant leadership style. Fiedler states that the key situational factor is the favourableness of the situation from the leader's point of view. This factor is determined by Leader-Member relation, Task Structure and Position of power.

Leader-Member relation refers to the nature of the relationship between the leader and the work group. There should be a high degree of mutual trust, respect, and confidence between the leader and the group that he/she is supervising. If the above are found in a group the relationship is considered good, and if the above are lacking the relationship is poor especially if they dislike each other. (Griffin, 1996:401)

Task Structure, refers to the degree to which the group task is well defined. The task is structured if it is routine, easily understood and unambiguous and when the group has standard procedures and precedents to rely on. The opposite of this will be considered as unstructured tasks. High structure is more favourable to a leader whereas the low structure is less favourable. (Griffin, 1996:401)

Position of power, this is the power invested in the position of the leader. The power to assign task and reward and punish employees is regarded as having a strong position. A position is weak when a leader does not have the above-mentioned power. (Griffin, 1996:401)

Fiedler (1967) states that different types of leadership will be most effective in different types of situation. Task oriented leaders are more effective when the situation is favourable (that is the relations are good, task is structured and a leader has the power) and when it is

unfavourable. Relationship oriented leader on the other hand performs better in a situation of intermediate favourableness.

According to Fiedler (1967) the secret is to match a person to the situation. Analyse the situation and hire or promote the right type of a leader. He furthermore states that leadership is very much a matter of personality and it cannot be changed easily.

Leadership style in the organisation is important because it determines the direction of the organisation. There are important challenges that are facing leaders in organisations and if they are not tackled appropriately efficiency could be a hard task to achieve. Ritchie and Thompson (1980:268) mention some of these challenges that are facing leaders today. These are:

- ❑ To raise the level of employee motivation
- ❑ To increase the readiness of subordinates to accept change
- ❑ To improve the quality of all managerial decisions
- ❑ To develop team work and morale
- ❑ To further the individual development of employees

These authors believe that these challenges could be achieved by a high degree of subordinate-centred behaviour of the leader. This also points directly to the leadership style in the organisation. It is also vital to mention that the style of leadership could help the organisation to move from where it is to where it wants to be. In other words it will help the

organisation to achieve its vision and mission. Adopting a leadership style that will ensure that efficiency and effectiveness in the organisation is met would be a vital decision to make.

## (2.2) Job Satisfaction

Locke (1996: 1300) defines Job satisfaction as "...pleasurable or positive emotional state resulting from the appraisal of ones job or experiences". Many authors agree to the fact that Job Satisfaction is very important for organisation efficiency. It is therefore crucial for researchers to study job satisfaction in our social service organisations in South Africa.

Social service organisations in South Africa seem to be out of focus of many researchers when it comes to studying. There is not much literature that talks about social services in South Africa. The fact is they serve an important purpose in our societies. Therefore, studying them or researching more about them would contribute towards their efficiency and effectiveness.

There might be technological inventions and innovations, but there will always be individuals who need to be encouraged, motivated and cared for. To enable an organisation to be effective and efficient people need to be satisfied with their job. Morse (1953) substantiates this by saying that effectiveness in an organisation should be evaluated by human

satisfaction. The author further argues that satisfaction is the important criterion in evaluating effectiveness even though it is not the only one, other aspects of the job need to be considered as well.

On the other hand Job satisfaction is seen as one factor that is important for the organisation efficiency. This was highlighted by Spector (1997:2) stating that the high levels of employee Job Satisfaction at the IBM Company contributes to low employee turnover and the outstanding company reputation. It therefore became common in many companies and organisations to make a conclusion that high level of job satisfactions will result in high performance.

On the other hand authors like Smith (1974) agree with the existence of the relation between job satisfaction and employee performance. He argues that job satisfaction only affects employee's performance in certain circumstances. Employees may or may not be high performers and may like or dislike their jobs. He states that the relationship between the two depends on employee's personality, whether the employee acts or represses his/her emotions.

The other view about job satisfaction is that it is closely affected by rewards that people derive from their jobs. This view is mentioned by Vroom (1967) stating that "individuals are satisfied with their jobs to the

extend to which their jobs provide them with what they desire, and they will perform to the extent that their performance leads to the attainment of what they desire” (in Fleishman and Bass, 1974:283)

Morse (1953) argues that satisfaction depends upon what an employee wants from the job, and how much he/she receives. The most satisfied employee will be the one who wants a great deal (more responsibilities and challenges) and gets it. On the other hand, the most dissatisfied employee is the one who wants a great deal and gets very little responsibilities and challenging projects to work on.

Though there are debates around the issue many of them agree that there is a correlation between employee absenteeism and job satisfaction as well as turnover and job satisfaction. It cannot be disputed that high or low levels of job satisfaction breeds behaviours that affect the functioning of the organisation. That is why it is important to study job satisfaction in organisations.

It is vital because satisfied workers are more likely to continue working for an organisation and are more likely than their co-workers to commit to everything that takes place in the organisation. On the contrary dissatisfied workers are more likely to be adversarial in their relations

with leadership. (Locke and Lathan (1990) in Hughes, Ginnett and Curphy 1993:259)

This indicates that the emotional or psychological well being of employees is very vital for the development of the organisation. They furthermore state that studying Job Satisfaction is also important because people deserve to be treated fairly and with respect. Therefore, being concerned about satisfaction of employees reflects a good treatment.

Paul and Spector (1997:3) list some common facets that affect Job Satisfaction. These are as follows: "Appreciation, Co-workers, Job condition, the organisation itself, pay, promotion opportunities, security, communication, fringe benefits, nature of work, organisation's policies and procedures and Supervision".

### (2.3) Leadership style and Job satisfaction

It is very difficult to find a South African literature that talks about the subject. Most literature found is American based.

Fiedler and Chemers (1974) state that there is a positive relationship between leadership style and Job satisfaction. Leadership style of a leader can influence job satisfaction of an employee.

They furthermore state that the degree to which a manager or a leader allows participative decision making in the organisation is positively correlated to employee's job satisfaction. Member or employee satisfaction is one of the important characteristics of a people centred leader, where a leader puts more effort in empowering employees and also gives them autonomy over their work.

In the study conducted by Fleish and Harris (1962) quoted by Fiedler and Chemers (1974: 52) found that as supervisor's Consideration or Employee Centred behaviour increased, both turnover and grievance rates decrease. Conversely, an increase in the initiation of structure or more task orientated approach resulted in a higher grievance rate and turnover.

This study clearly shows that leadership styles that a supervisor adopts have an impact in the organisation. This also shows that a conscious change in a style of leadership by a supervisor may lead to a desired response from the subordinates, it therefore becomes very crucial for leaders to be aware of their behaviour and the behaviour of their subordinates.

This also makes this study important for leaders of social service organisations, especially when planning for future events. They will be able to predict how employees will respond when they (leaders) behave in a certain way.

In a more recent study done in the United States of America by Medley and Larochelle (2000), 122 nurses and their immediate supervisors employed in community hospitals were studied. This study also substantiates the fact that there is a positive correlation between leadership style and employees job satisfaction.

Moreover, in supervisors that exhibited a more people centred leadership style there was a noticeable positive relationship in terms of the job satisfaction of their staff nurses. Their staff nurses turn to have a higher Job satisfaction than that of the leaders who are more task oriented.

On the other hand the study indicated no significant relationship between job satisfaction and task oriented leadership style. The important recommendation of the study is that a more people centred leadership style promotes retention of employees in an organisation.

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## Chapter 3

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### Research plan

#### (3.1) Conceptualisation

Leadership, as it has been defined above is a process that provides direction and influence to individuals and groups to achieve commonly held goals. When one looks at this closely, most leaders if not all, try to achieve their organisation's goals by either being employee centred or job centred or mixing the two styles.

The important question that most managers of social service organisations are probably asking themselves is, which of these styles of leadership is best for job satisfaction of employees. Maybe it is crucial to start by saying is there a relationship between these two variables, and if there is a relationship, is it a positive or a negative relationship.

The primary purpose of this study is to explore whether there is a relationship between leadership style and job satisfaction in social service organisations, specifically among the nursing staff in old age homes. The author wants to establish if there is a relationship between the two above-mentioned variables. Whether leadership style of a head nurse can influence job satisfaction of nurses he/she supervises. Leadership styles being an independent variable, and job satisfaction a dependant variable.

### (3.2) Research Methodology

Due to the nature of the topic, a quantitative method of gathering data was found to be appropriate in order to give the best results. A quantitative method as opposed to the qualitative one is vital for this particular research because it will increase response rate, and respondents are more likely to answer sensitive questions (Mouton, 1997). Moreover, the level of anonymity and confidentiality that this method gives would somehow encourage people to participate.

Moreover, because of the limited time that the author had to do the study, quantitative method was found to be vital for increasing response rate. It was difficult to get all nurses to participate in the study because most of the respondents are working in shift bases.

It will also be easier and quicker for the respondents to answer unlike conducting interviews that would somehow take time to arrange. A quantitative study is also efficient and effective in terms of comparing answers from different respondents. One acknowledges the fact that much detailed and richer information will be forfeited by not using a qualitative method in the research.

In this study a population of nurses and head nurses working in old age homes in the Western Cape was studied. The sample of this study consisted of 51 Nurses and 9 Head Nurses or Supervisors from 5 different homes of the elderly. The strategy adopted to select the organisations was a snowball sampling, where the author contacted one organisation and that organisation referred him to one or two other organisations. The author contacted about ten old age homes about participating in the research, and unfortunately only five organisations were willing to participate.

The reason why the author chose this method of sampling is that it made it easier to find organisations that will participate. Moreover, this method will somehow show some direct and indirect links between organisations. Lastly, it would help in studying these organisations as a whole and not as individual entities. An important point to remember is that this study does not try to compare organisations. But it rather tries to compare leadership styles in terms of the response of the subordinates on the Job Satisfaction Survey scale.

Furthermore some organisations are very large in terms of number of people employed and others are relatively small. The largest organisation has about 30 nurses employed and the smallest has about 8 nurses. A sample of 51 nurses and 9 head nurses who participated in the research

was divided into 9 groups. Each group having a head nurse as a supervisor of the group. These were actual working groups that exist in organisations that were included in the study, because these nurses are working on shift bases.

In expanding briefly about my sample all participants are registered nurses with The South African Dental and Medical Council. Their responsibilities include working with very frail patients. Patients with heart conditions and frequent fluctuations in body temperature. Most of their patients are paralysed or have walking difficulty.

The nurses have to make sure that they take a good care of these patients. They have to ensure that they keep an eye on patients to avoid too long bed rests which can be harmful to their health, due to lack of physical activity. They also have to make sure that patients take their medicines and are also taken for walks to ensure that they stay healthy. This kind of work requires an understanding of functional and mental abilities of patients. It requires empathy, absolute dedication, good sense of humour and endless patience (Wicht, 1985)

The author hand delivered the questionnaires to the organisations, he also collected them from the organisations. Each group that participated was given better of alphabets A, B, C, D, E, F, G, H and I as a way of identifying the groups and also as a way of avoiding to mix questionnaires.

Group leaders were marked LA, LB, LC, LD, LE, LF, LG, LH and LI. This means that LA is an immediate supervisor of group A, LB of group B and LC for group C and so on. To ensure that respondents' anonymity and confidentiality is maintained, no individual follow-ups were made.

Respondents were given their own time to complete the questionnaires and return them in the box provided. In some organisations where a box was not provided an independent person was chosen to collect the questionnaires. By an independent person I mean a person who was not a part of the study, it was mostly a receptionist who kindly offered their assistance in collecting the questionnaires.

### (3.3) Measures

When doing the study two different questionnaires were handed out. The first questionnaire was the Least Preferred Co-worker (LPC) designed by Fred Fiedler who granted a permission to use the instrument for the research. The LPC scale is a validated questionnaire, which help in

categorising different leadership styles of respondents. In this case the LPC was used to categorise the leadership style of the Head Nurse.

The scale asks a leader to think of all persons with whom he/she ever worked, and he/she should describe one person who she/he worked least well with. The scale asks a leader to describe the person from a bipolar scale of 1 to 8 (e.g. pleasant – unpleasant, supportive – hostile, kind - unkind). Score on this measure are used to give a distinction between people who generally describe their co-worker relatively negatively and those who describe their co-worker more positively. The copy of the LPC is attached in the appendix ii.

According to the scale a leader who scores high (64 or higher) on the bipolar scale suggest him to be a People Centred leader or Relationship motivated leader. A more positive score indicates a willingness to perceive even the worst co-worker as having some reasonably positive attributes (Fiedler and Chemers, 1974:74).

On the other hand a low score (57 or lower) suggests a leader to be a Task Oriented leader or Task Motivated leader. According to Fiedler and Chemers (1974:74) a highly rejecting description indicates a very strong emotional reaction and not merely the calm and reasoned judgement of a detached observer.

A leader who scores between 58 and 63 has a mix of these two styles in his/her leadership style. This could also be a leader who sees both good and bad points in his/her least preferred co-worker. A leader takes a more analytical and more objective view when it comes to knowing people he/she can or cannot work with (Fiedler and Chemers, 1974)

Furthermore, Fiedler states that a leader who describes her/his Least Preferred Co-worker in a relatively favourable way on the scale derives satisfaction out of interpersonal relationships; on the other hand the one who describes her/his co-worker in a relatively unfavourable way derives satisfaction out of successful task performance. The LPC measure reveals leader's emotional reaction to people with whom he/she cannot work with.

In terms of the reliability and the validity, the scale has a very high internal consistency, which Fiedler and Chemers (1974:97) explain by saying when a person describes his/her least preferred co-worker negatively on some items will also describe him negatively on other items. The internal consistency of this measure is in the range of 0.90 to 0.95.

The test-retest reliability where consistency is measured in the same people over a period of time consistency seems to differ. It depends on the age and the maturity of respondents. In a study of faculty members in a nursing school the test-retest reliability of over 16 to 24 months was 0.67, which is quite high according to Fiedler and Chemers (1974:98).

The second questionnaire is the Job Satisfaction Survey (JSS) designed by Paul E Spector who also granted a permission to use it in this study. This instrument measures general job satisfaction of employees, it covers nine important job aspects like pay, promotion, supervision, benefits, rewards, working conditions, co-workers, nature of work, and communication.

Each of these nine important job aspects has four items as sub questions in the questionnaire. A good example is items 3, 12, 21, and 30 inquire about supervision. The Job satisfaction Survey (JSS) contains 36 items in total, with a 1 to 6 rating on each item. When all items of the JSS are combined they give a total satisfaction score of each participant. Participants are asked to circle one of the six ratings that represent their agreement or disagreement about each item (Spector, 1997)

Scoring high on the JSS indicates that an employee is satisfied with his or her job, while scoring low indicates that an employee is dissatisfied with his/her job. Individual aspects of the job can also be evaluated by combining their scores and compare them with that of another employee. The logic stays the same, scoring high on a certain aspects means that, that employee is satisfied in the particular area of his/her job, and scoring low indicates that he/she is not satisfied with that particular area of his/her job.

In terms of the reliability of the Job Satisfaction Survey the instrument has two important aspects, which are crucial when conducting social research. The JSS has internal consistency reliability which refers to how well its items relates to one another, and also the consistency it reflects when the same underlying variable is assessed.

The second aspect is the test-retest reliability of the instrument over time. Spector (1997) states that the figures of job satisfaction remain stable when the same group of people were retested after a period of time.

In terms of its validity the JSS provided similar results like other instruments that are used to evaluate job satisfaction. Its results were similar to that of the Job Descriptive Index designed by Smith (1969)

(which is described by Spector (1997) as the most valid and reliable instrument) when it was tested on the same sample of employees.

#### (3.4) Method of analysing data

Before data was analysed it was edited, this prepared the data to be ready for analysis. Fortunately, many respondents answered all questions, there were only three questionnaires where some questions were left unanswered in the Job Satisfaction Survey.

The reason may be they did not understand the questions or may be they were left by accident. In that case the questions that were not answered were given a mid point scale. Paul Spector (1997) the person who designed the Job Satisfaction Survey questionnaire suggested that this should be done in order to make the analysis process easier without distorting the overall satisfaction of the employees concerned.

Data was analysed after the editing process was complete, then it was interpreted theoretically in the form of summarising and analysing all the information gathered. Patterns and commonalities in responses were thoroughly observed and were used in the analysis process. This gave an idea of the general feeling of people who participated in the research.

The structured questions are given numerical values, which makes it easier to compute. As this is a quantitative research statistical analysis played an important part in the analysis and presentation of the findings. Tables and graphs were used to further clarify a point being made. They were used mostly to compare the patterns, similarities and differences between respondents under Task Motivated leader and Relationship Motivated leader.

In the process of analysing data, the effect of reactivity was taken into consideration. Its effect is serious in the process of analysing data because it distorts the information gathered. This effect happens because respondents turn to behave differently when they know that they are being studied. Therefore, they might give the information that might not be a true representation of how they feel about their jobs.

To minimise the effect of reactivity, the author made sure that there is a minimal contact between respondents and the researcher. Moreover, confidentiality was assured and structures that were in place made this possible, i.e. a box that was provided to drop the questionnaires and independent people that were selected to collect questionnaires.

### (3.5) Limitations of the study

The author was also aware of the fact that his incompetence as a student and not professional researcher might have had an influence in the collection and the analysis of data. To overcome this, every step was carefully taken and where problems were encountered assistance was asked. Responses were carefully computed and analysed, rechecks were made.

It was very difficult for the author to draw conclusions and generalisations on this study because of the small sample size. This study is part of the requirement for a course work masters degree and not a masters research. Therefore, this does not allow one to have a big sample.

The sample was also not representative enough in terms of sex, race and age group of respondents. The nursing field in South Africa is still dominated by women, in public and private organisation alike. It therefore became difficult to have control over the representivity of the sample.

### (3.6) Ethical Considerations

The author was very sensitive to ethical issues that are associated with a scientific research when conducting this research. Some of the ethical concerns that the author tried by all means to avoid are as follows:

Plagiarism, this occurs when a researcher steals the work and ideas of other researcher or writers without quoting the source. All books and essays that are used in this research paper are quoted in the body of this paper and are also indicated in the reference section of the research paper.

The issue of anonymity and confidentiality were also considered when conducting this research. Names of organisations and peoples were not mentioned in this research. Instead of using names of people letters of alphabets were used. No specific individual identities were made known.

No physical or psychological harm was done to respondents in all these research processes (Neuman, 1997). Lastly, participation in this study was voluntary.

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## Chapter 4

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### Research results and data analysis

The response rate of this research consists of 51 (JSS) and 9 (LPC) complete questionnaires. Only these 51 JSS and 9 LPC questionnaires were included in the analysis.

The reason was that participation in this study was voluntary and one had to accept what he has and work with it and hope that it will yield the results that would somehow give an indication of what is happening in social service organisations. Furthermore, the research is limited and it is a minor dissertation. It is limited in terms of number of pages and the number of participants that should be included in the study.

As mentioned above in the research plant, two different questionnaires were used in the study, the LPC and the JSS. The LPC, which was analysed first made it possible to categorise and evaluate the leadership style of the head nurses that were studied. This will be elaborated in greater detail as the research paper unfolds. After categorising the head nurses the JSS made it possible for one to get the job satisfaction score of each nurse that participated in the study.

#### 4.1 Presentation of data

The 9 LPC questionnaires from Head nurses that were studied were categorised according to the exact specifications that Fiedler stated for the analysis of the scale. According to Fiedler a leader who scores 64 or above could be classified as a Relationship Motivated leader, and on the other hand a leader who scores 57 or below could be categorised as a Task-Motivated leader. A leader who possesses a mix between the two categories is the one who scores between 57 and 63. Table 4.1 below shows how the head nurses scored in the Least Preferred Co-worker Scale.

*(Table 4.1) Leadership style of the Head Nurses*

##### The Least Preferred Co-worker (LPC) Scores

<u>GROUP LEADER</u>	<u>LPC SCORE</u>
Group Leader L D	35
Group Leader L I	45
Group Leader L B	56
Group Leader L E	67
Group Leader L A	68
Group Leader L F	76
Group Leader L H	79
Group Leader L C	81
Group Leader L G	81

The table data is as follows:

GROUP LEADER	LPC SCORE
Group Leader L D	35
Group Leader L I	45
Group Leader L B	56
Group Leader L E	67
Group Leader L A	68
Group Leader L F	76
Group Leader L H	79
Group Leader L C	81
Group Leader L G	81

As stated above in the Methodology group leaders (Head nurses) are given letters like LD, LI and etc. Table 4.1 shows that only 3 head nurses scored below 57. These are leader LD with the score 35, LI with the score

45 and LB with the score 56. All these head nurses are categorised as Task-Motivated leaders. On the other hand the Relationship-Motivated head nurses that were identified are LE =67, LA =68, LF =76, LH =79, LC =81 and LG =81. There were no head nurses who scored between 58 and 53, therefore, according to the scale no head nurses were found to possess a mix of these two leadership styles.

According to the findings, six out of nine head nurses were found to be Relationship Motivated leaders, and only three head nurses were found to be Task Motivated leaders. This does not come as a surprise bearing in mind that the study was done in the social service organisations, where the aged or senior citizens of South Africa are kept and taken care of. This might mean that the people working in old age homes have to display a behaviour that is more into relationship building and caring for one another.

According to Fiedler (1972) Task Motivated leaders perform better in a very favourable and relatively unfavourable situation. Relationship Motivated leaders perform better in situations which are intermediate in favourableness. Situational favourableness is determined by a leader in terms of leader-member relations, task structure, and position of power.

This means that there will be six groups of nurses in the Relationship Motivated leader category and only three groups of nurses in the Task Motivated leader category. This also means that there will be high scores on the JSS in the Relationship Motivated leader category, and relatively low scores in the Task Motivated leader category.

To bring fairness to the data calculation of the Mean or averages was crucial. This was done by adding up all scores and then dividing them by the number of scores. That is Relationship Motivated leader category score was divided by six, and the Task Motivated leader category scores was divided by three.

The other questionnaire is the Job Satisfaction Survey (JSS) as it has been mentioned earlier. There are 51 nurses that participated in the study. Each and every questionnaire was carefully studied and computed. There were 9 groups of nurses as there are 9 head nurses that represented them as shown in table 4.1.

Each head nurse was supervising about 5 / 6 nurses depending on how big an organisation is, and also a number of nurses who were willing to participate. All the nurses belonging under the leadership of LD, LI and LB were grouped together as nurses falling under Task-Motivated leaders. Likewise, nurses falling under the leadership of LE, LA, LF, LH,

LC and LG were also grouped together as nurses falling under Relationship Motivated leaders.

*(Table 4.2) Job Satisfaction of the Nurses Job Satisfaction Survey (JSS)*

JOB SATISFACTION FACET	RELATIONSHIP MOTIVATED JSS SCORES		TASK MOTIVATED JSS SCORES	
	MEAN	TOTAL SCORE	MEAN	TOTAL SCORE
Pay	51.5	309	69.6	209
Promotion	43.3	260	37.6	113
Supervision	99.1	595	98.0	294
Fringe Benefits	59.5	357	76.3	229
Contingent Rewards	83.6	502	82.3	247
Operating Conditions	90.1	541	93.3	280
Co-workers	112.8	677	111.0	330
Nature of work	104.6	628	110.6	332
Communication	95.5	573	98.6	296
<b>TOTAL SATISFACTION:</b>		4 442		2 330

The table (table 4.2) above gives the scores of nurses falling under each category of leaders. It gives a total score of number of all participants, it also gives a summed up scores from each facets of satisfaction. This is important for comparative reasons. That is comparing the scores of nurses under Task-Motivated leader to that of nurses under Relationship-Motivated leaders.

The JSS yield 10 scores, scores from nine different facets of job satisfaction and it also gives a total satisfaction score when all these facets of satisfaction are combined. These facets are Pay, Promotion,

Supervision, Fringe benefits, Contingent rewards, Operating Conditions, Co-worker, Nature of work and Communication.

All individual scores from each questionnaire were combined together to give one score, for example satisfaction about Payment, all scores on the JSS were taken from nurses under Task Motivated leaders and summed up together to give a total satisfaction of 209. The same logic was used to sum up score from nurses falling under Relationship Motivated leaders.

Central tendency was also calculated, the *Mean*, which gives an average satisfaction, level from each facet of job satisfaction, and also from each category. The *Mean* can be found by adding up all scores of each facet of job satisfaction, and then divide by number of scores. The Mean helps one to see just by observing which facet of satisfaction where people are mostly satisfied or dissatisfied.

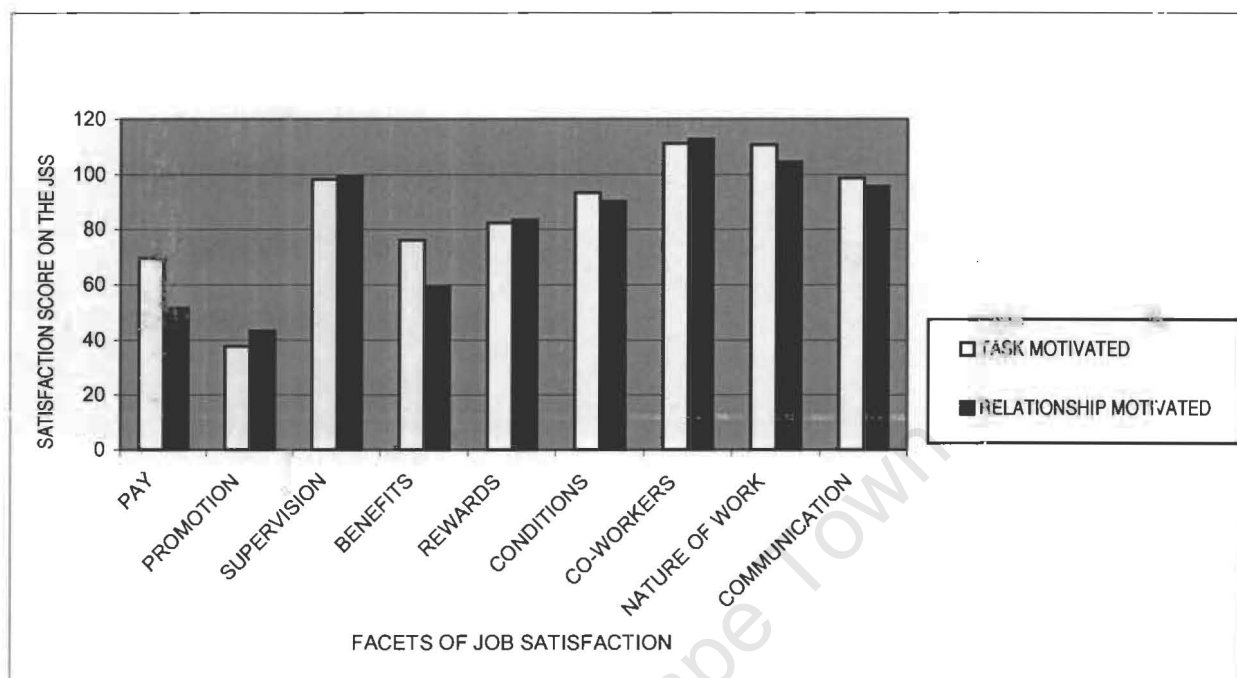
When the scores were rearranged from the highest to the lowest, this gave the number 90.1 to be the *Median* when satisfaction facets score are rearranged in the Relationship Motivated leader category. On the other hand the Median was 93.3 in the Task Motivated leader category. The *Median* can be found by taking the middle number when the scores are arranged in an ascending or descending order.

This measure of Central tendency is also important for comparative reasons. It gives one group a position in relation to the other group, for example whether the groups satisfaction level is in the upper 10% or lower 10% satisfaction level in relation to the other group.

## 4.2 Discussion

In discussing the main finding of the research, graph 4.1 below will be the main source of reference. It carries the same information as table 4.2 but it is just presented differently. This was derived from all the *Mean* scores in Table 4.2 just to show how they can be presented on a bar chart. The lowest *Mean* score is 37.6 and the highest is 112.2 taken from both categories and to enable all scores to fit in the chart below.

**Graph 4.1 Task vs. Relationship leadership category on the JSS**



When one looks at how the nurses have scored in the JSS, facets will be observed individually while comparing the categories. Nurses under Task Motivated Leaders are represented by the white bar, and nurses under the Relationship motivated leaders are represented by the black bar. Scores on the left side or the vertical axis of the chart are the JSS score, representing how nurses have scored. It also serves as the measurement of satisfaction level on each facet. Different facets of satisfaction are shown on the horizontal axis on the chart.

When looking at satisfaction score about payment, it can be seen that nurses in the Task Motivated category are having a relatively higher score than Relationship Motivated leaders. Their average score is 69.6 as compared to 51.5 of the nurses under Relationship Motivated leaders. Maybe the reason could be that hard work or putting more hours at work means more money.

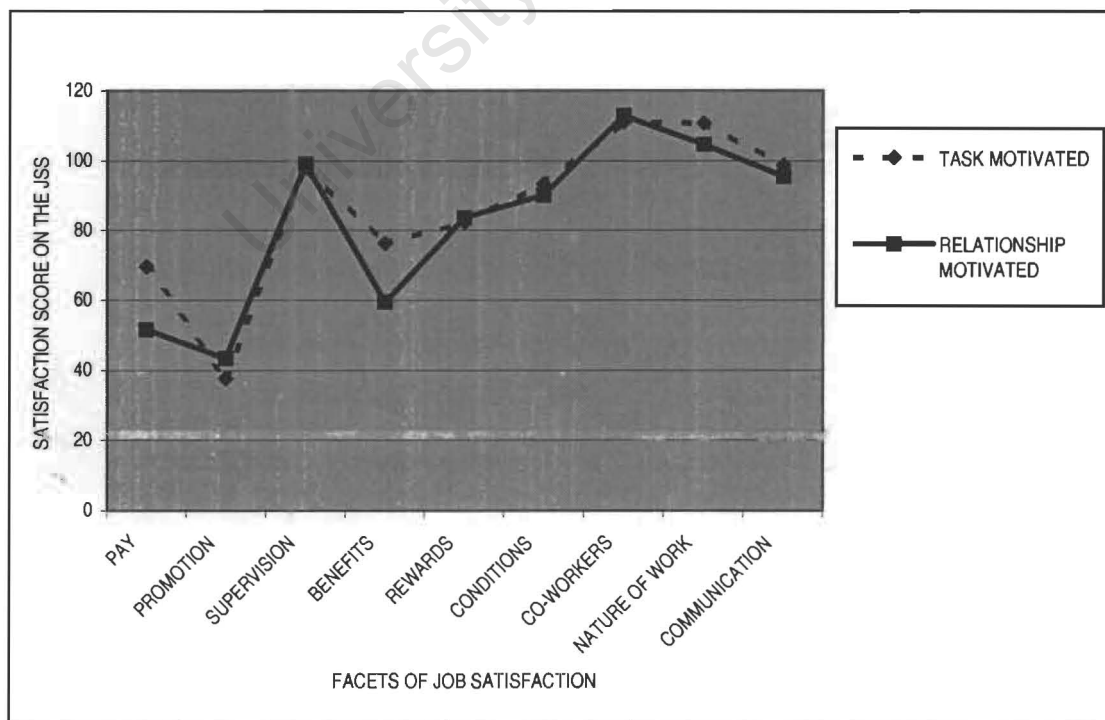
Nurses under the Relationship Motivated leaders seem to be having a higher score when it comes to their satisfaction about the chances of being promoted. Furthermore, these nurses seem to be also having quiet a higher score in supervision than nurses under Task Motivated leaders even though it is not with great margin. The difference between these two does not influence the results to the extent that one can conclude that Relationship Motivated leaders are having more satisfied subordinates than Task Motivated leaders.

In terms of Fringe Benefits, nurses under Task Motivated leaders seem to be scoring higher on the JSS than nurses under Relationship Motivated leader. This is important because there was also a considerably larger margin that separates the two categories. This relatively higher score is also consistent with their initial satisfaction score for Payment they receive.

Nurses under Relationship Motivated leader had a relatively higher score in the category of Contingent Rewards, and also in Co-workers category. Their lead was still not above that of nurses under Task Motivated leaders with greater margin, but the fact is that they have a relatively higher score.

On the other hand nurses under Task Motivated leaders are having a considerably higher scores in the category of Operating Conditions, Nature of work, and Communication.

*Graph 4.2 Graphical representation of the main findings*



On the graph a solid line represents nurses falling under Relationship Motivated leaders, and a broken line represents nurses falling under Task Motivated leaders. The vertical axis shows a score on the JSS, and horizontal axis indicates different facets of job satisfaction.

When one looks closely in the graph above it can be noticed that both groups of nurses had more or less similar high or low scores in similar categories, even though they are reporting to leaders who are having different leadership styles. Both groups had scores that are above 100 in two different categories, which is satisfaction about Co-workers and in Nature of work. They also had more or less similar scores in the category of satisfaction about Communication and Supervision.

Furthermore, both groups have low scores on the JSS in terms of satisfaction about Payment and Promotion. High and low scores could be seen by the upward and downward movement of the broken and solid lines on the graph.

#### 4.2.1 Leader difference in one organisation

When refining the findings of this research paper two head nurses and their subordinates belonging to one organisation were also compared, and this revealed some interesting results.

The table below (Table 4.3) indicates the results of nurses falling under leader LD and leader LE. The group leaders are having equal number of nurses (five nurses per group) that they supervise. The leader of group D scored 35, and on the other hand the leader of group E scored 67 on the LPC scale. The table also indicates the overall satisfaction score by these groups. The important fact to remember is that these groups belong to the same organisation.

*(Table 4.3) Comparative analysis of Group D and Group E*

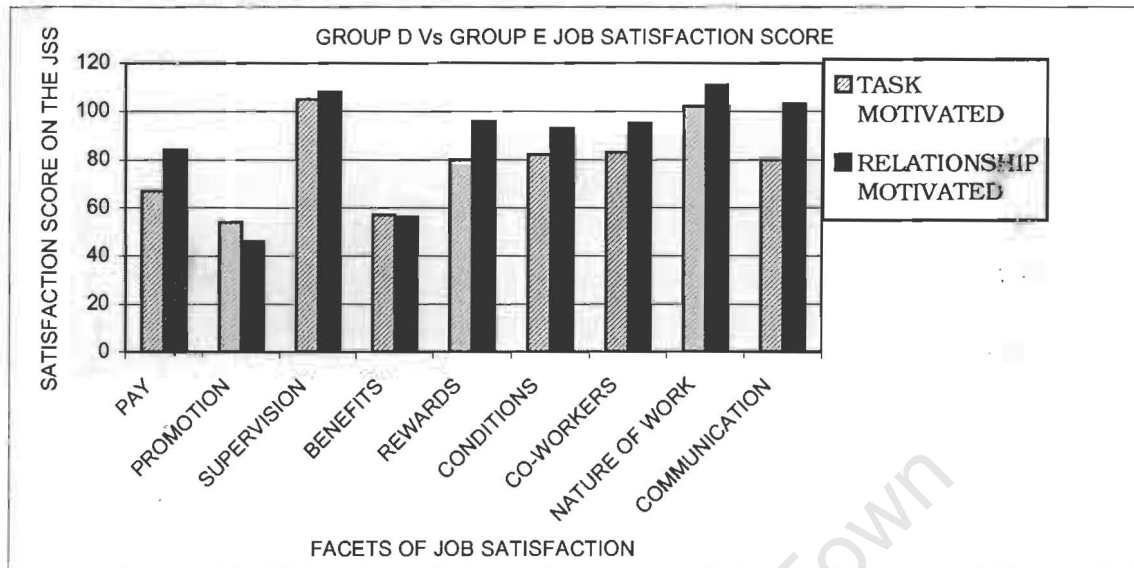
GROUP E NURSES							GROUP D NURSES						
NURSE NO.	N1	N2	N3	N4	N5	TOTAL	N1	N2	N3	N4	N5	TOTAL	
Pay	15	20	14	22	13	<b>84</b>	10	4	21	16	16	<b>67</b>	
Promotion	6	11	13	10	6	<b>46</b>	17	8	12	4	13	<b>54</b>	
Supervision	24	24	16	22	22	<b>108</b>	21	16	22	22	24	<b>105</b>	
Benefits	6	6	10	17	17	<b>56</b>	15	9	12	15	6	<b>57</b>	
Rewards	19	19	16	21	21	<b>96</b>	19	4	24	14	19	<b>80</b>	
Conditions	24	24	12	18	15	<b>93</b>	12	16	15	19	20	<b>82</b>	
Co-worker	14	14	19	24	24	<b>95</b>	18	13	24	14	14	<b>83</b>	
Nature of work	24	24	19	23	21	<b>111</b>	18	21	24	15	24	<b>102</b>	
Communication	24	24	11	22	22	<b>103</b>	12	4	21	19	24	<b>80</b>	
Total individual Satisfaction	156	166	130	179	161		142	95	175	138	160		
Overall Satisfaction:						792						710	

As indicated above the leader of group D was found to be a Task motivated leader. Conversely, the leader of group E was found to be a Relationship motivated leader. This was determined by their score on the LPC scale. Nurses belonging to leader LD are indicated on the right hand side of the table, and the nurses falling under leader LE are indicated on the left hand side of the table.

There are five nurses under each category, they are indicated by numbers N1, N2, N3, N4, and N5. Different facets of job satisfaction are indicated on the left hand side of the table. That is Pay, Promotion, Supervision, Benefits, Rewards, Conditions, Co-workers, Nature of work, and Communication.

According to the results that are presented on this table, nurses falling under a Relationship motivated leader (Group E) seemed to be having higher scores than nurses falling under a Task motivated leader. This is shown in the categories of Pay, Supervision, Rewards, Conditions, Co-workers, Nature of work, and Communication. On the other hand the group D nurses seemed to be having higher scores in only two facets of job satisfaction. These facets are promotion and benefits. The graph below (Graph 4.3) shows the difference between these two groups of nurses more clearly.

**Graph 4.3 Group D Vs Group E Job Satisfaction Score**



The vertical axis of the graph shows the JSS scores, and the horizontal axis shows the different facets of job satisfaction. The striped bar represents group D, which is led by a task motivated leader. The black bar represents group E, which is led by a relationship motivated leader.

The nurses under the relationship motivated leader (Group E) had higher scores than nurses under the task motivated leader. They were leading in areas of payment, supervision, rewards, working conditions, co-workers and communication.

The nurses under the task-motivated leader (Group D) only had higher scores in the area of promotion and benefits.

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## CHAPTER 5

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### 5.1 Conclusion and recommendations

It is very difficult to draw any conclusions about what is revealed by the findings in the previous chapter. It is also very difficult to make generalisations about what the results are saying. It is because of the nature of the study since it is a minor dissertation with limited number of participants. It would also be dangerous to make generalisations and draw a conclusion that nurses that are under Task motivated leaders are satisfied with their jobs than Relationship Motivated leaders.

It is therefore very crucial to bear in mind that conclusions that were reached were based on what has been found, not trying to say that they represent what is exactly happening in the social service organisations or rather old age homes. The study is limited to the sample of people that are studied and not to a wider population of social service organisations.

The purpose of the study is that the findings might stimulate more research in this area since there is a great need for it, especially South African related studies. The topic might be taken up by a researcher who has more resources and more time to explore it further.

The question that was asked earlier which is also the research question is , is there a relationship between leadership style and job satisfaction?

The purpose was to explore and see how subordinates respond to different leadership styles in terms of their job satisfaction. Is it a negative or a positive relationship or is there a relationship at all between these two variables.

The first point that can be drawn from the findings was that the respondents in both categories reflect reasonably high levels of job satisfaction. This could be seen in the areas of supervision, rewards, working conditions, co-workers, nature of work and communication. Spector (1997) states that high levels of satisfaction reflect good treatment of employees.

However, in the area of payment, benefits and promotion, nurses in both categories have a considerably low satisfaction score. Both categories of nurses have their lowest scores in the area of satisfaction about promotion. This might be caused by the fact that non-governmental organisations are relatively small as compared to public organisations that employ many people. People hold senior positions for a very long time and those positions can only be available when they retire or when they resign.

It could also be the fact that these organisations are having a very flat or organic structure where positions are not arranged in a hierarchical

manner. This structure could make people to reach senior positions very quickly or if there are no vacant positions available people stay in one position for a long time.

As the definition of job satisfaction states that it is the degree to which people like their jobs, Blake and Mouton (1982:2) believe that the essence of good leadership is to treat each individual as a person in his or her own right. This means that what motivates or satisfies one person does not necessarily mean that it will motivate or satisfy another person. This is indicated by different scores on the JSS, some people score more on other aspects of job satisfaction and others score less. It would therefore be unreasonable to expect employees to respond similarly to a particular leadership style.

The importance of measuring job satisfaction is that managers of social service organisations can now identify areas where people are generally not satisfied. A typical example is Payment, Promotion and Benefits shown in Graph 4.1 where there are relatively low scores in both categories of nurses. Therefore, frequent job satisfaction surveys would be very crucial for efficiency in the social service organisations.

As it was stated in the literature review that high levels of job satisfaction are important for supervisory training. It also helps the management to

modify their policies and practices accordingly. The other important reason is that mentioned by Morse (1953) satisfaction determines the willingness of individuals to stay in the organisation. This relates to what was said earlier that it is vital for the management of organisations to be well informed about satisfaction level of their employees.

When one compares all the scores of nurses under relationship motivated leaders and task motivated leaders, for an example Table.4.2. Nurses under the task motivated leaders had slightly higher scores than the relationship motivated leaders in most categories.

In contrast, when one compared the JSS scores of nurses falling under relationship and task motivated leaders that are working in one organisation, nurses that are under the relationship motivated leader had higher JSS scores (Look at the scores in Table 4.3). This confirms what was mentioned by Fiedler and Chomers (1974:51) by stating that relationship motivated leadership is positively related to job satisfaction.

This kind of relationship was also found by Medley and Larochelle (2000). In their study 122 nurses and their immediate supervisors employed in community hospitals where studied. This study also substantiates that there is a positive relationship between relationship motivated leadership style and employees job satisfaction. The

relationship motivated leadership style is associated with a low rate of grievances and turnover as mentioned by Fleishman and Harris (1962).

In both categories task and relationship motivated leadership styles, nurses had high score and low score in similar areas. In other words score fluctuates in more or less similar pattern, for an example both categories had their highest scores at supervision, co-workers and nature of work and their lowest scores at benefits and promotion.

The findings of this research paper could mean that the two leadership styles could be equally effective in bringing a positive influence in the job satisfaction level of the subordinates. An important factor to consider when dealing with job satisfaction of subordinates is the environment that the organisation is operating in.

According to the contingency theory some factors in leadership effectiveness are beyond the leader's control. That is a leader has a minimal influence over them. These factors include; the characteristics of the subordinate, the external environment and the nature of task itself (Ritchie and Thompson, 1980). These factors might play a very important part in the general job satisfaction of employees.

It would therefore be unfair to put blame on leadership when everything goes wrong in an organisation. A leader cannot change the fact that there

are very limited chances of promotion in small non-governmental organisations. This situation is even worse when people in supervisory positions are performing effectively in their jobs and have no intention of quitting their jobs.

Further, Frederick Herzberg in his *Two-Factor theory* of motivation states that job satisfaction results from the presence of intrinsic motivators and that job dissatisfaction stems from not having extrinsic factors (Gibson, Ivancevich and Donnelly, 1991: 109). This theory was also used to explain the findings of this research paper.

Intrinsic motivators are job content factors, they include: achievement, recognition, responsibility, advancement, the work itself, and the possibility of growth. They are also called satisfiers. According to Herzberg's theory the presence of these conditions in a job builds strong levels of motivation that result in good job performance.

Extrinsic conditions or job context factors include: salary, job security, working conditions, status, company procedures, quality of supervision, and quality of interpersonal relations. They are also called dissatisfiers or hygiene factors. Gibson, Ivancevich and Donnelly (1991: 109) state that "the presence of these conditions to the satisfaction of the employee does

not necessarily motivate him or her. But their absence result in dissatisfaction among employees”.

According to the findings both categories of nurses had relatively lower scores in one of the intrinsic or job content factors than in some of the extrinsic or job context factors. This could be seen by looking at the JSS scores of nurses in the areas of promotion, which is an intrinsic condition (advancement, the possibility of growth).

Extrinsic factors like supervision, co-workers and nature of work have relatively higher JSS scores. Even though the relationship motivated category had slightly higher JSS score than the task motivated category in Table 4.3, both categories have high scores.

The lower the scores in the intrinsic conditions might serve as a good indication to managers of these old age homes of the area that they need to develop. This is important because as it is stated above that the presence of intrinsic conditions in a job builds strong levels of motivation that result in good job performance.

The concluding remarks are that any style of leadership can be effective and efficient, it all depends on how and when the leader uses the style. In organisations, people need to be inspired, and they also need to

achieve organisation's goals and objective, because it is important for organisations' existence.

On one hand, people need to feel that their work is appreciated and it is rewarded accordingly. On the other hand, they need to feel that they are appreciated as people and that the leader is interested in their well fare. They do not have to be treated as machines that have to work all the time. It is therefore important to note that situational favourableness is the key towards knowing how and when to act.

Furthermore, one agrees with Fiedler and Chomers (1974) when they state that a leader could change the style of leadership from a situation to a situation. The leader who may be quite employee-centred or considerate in situations in which he or she feels he/she is in total control. The leader can also be concerned with the accomplishment of tasks in situations that he/she feels that his/her control is minimal.

Lastly, one believes that there should be a balance between these two leadership styles (Relationship motivated and Task motivated). A leader of an organisation should be able to achieve organisation's goals using his/her subordinates. Moreover, a leader should also be able to take good care of his/her subordinates.

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May 2002

Dear Participant

Thank you for your time and effort you took to participate in this study. This will take approximately 10 to 15 minutes to complete. Participation is voluntary and there is no need to put your name on the questionnaire. Please answer all questions, if you wish to comment on any question feel free to use the space in the margins. Your comments will be read and taken into account.

The study is strictly academic and it forms a part of a course requirement [Social Policy and Management]. The study aims to stimulate further research in this area, which will be vital for the efficiency and effectiveness of our social service organisations.

Thank you for your participation.

.....  
Student: Joseph N Tsatsi  
(University of Cape Town)

## JOB SATISFACTION SURVEY

Paul E. Spector  
Department of Psychology  
University of South Florida

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PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION  
THAT COMES CLOSEST TO REFLECTING YOUR OPINION  
ABOUT IT.

Disagree very much  
Disagree moderately  
Disagree slightly  
Agree slightly  
Agree moderately  
Agree very much

1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organisation.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organisations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organisation are not clear to me.	1	2	3	4	5	6

PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION  
THAT COMES CLOSEST TO REFLECTING YOUR OPINION  
ABOUT IT.

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Disagree very  
much  
1  
2  
3  
4  
5  
6  
Disagree  
moderately  
Disagree slightly  
Agree slightly  
Agree moderately  
Agree very much

19	I feel unappreciated by the organisation when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my co-workers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organisation.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6



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**Department of Social Development**

Private Bag - Rondebosch 7701 - R.S.A.  
Telephone: 27-21-6503493  
27-21-6503483  
Fax No: 27-21-6892739  
Email: halford@humanities.uct.ac.za  
sanson@humanities.uct.ac.za

10 April 2002

TO WHOM IT MAY CONCERN

Dear Sir/Madam

**POSTGRADUATE RESEARCH CONDUCTED BY A UCT STUDENT**

This is to certify that Mr Joseph Tsatsi is registered for the Masters degree in Social Science in the field of Social Policy and Management.

As part fulfillment of the degree requirement, he is expected to conduct applied research in his field of study.

Any assistance that you may provide him in meeting this requirement is sincerely appreciated.

Yours faithfully

Associate Professor André de V Smit  
Student Research Supervisor

**Instructions:**

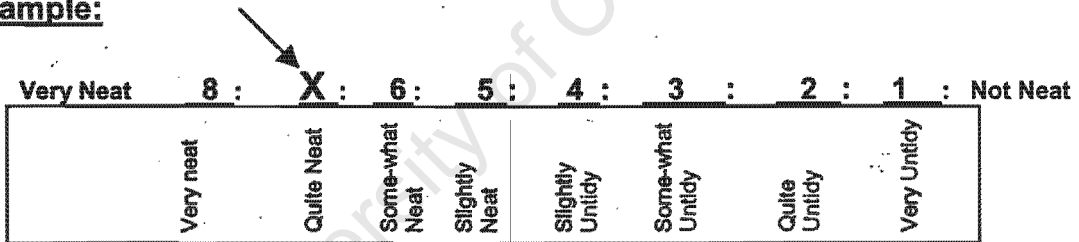
Throughout your life, you will have worked in many groups with a wide variety of different people – on your job, in social groups, in church groups, in volunteer groups, and in as many other situations. Some of your co-workers may have been very easy to work with in attaining the group's goals, while others were less so.

Think of all the people with whom you have ever worked, and then think of the person whom you could work least well. He or she may be someone with whom you work now or with who you have worked in the past. This does not have to be the person you liked least well, but should be the person with whom you had the most difficulty getting a job done, the individual with whom you could work least well.

Describe the person on the scale that follows by placing an **X** in the appropriate space.

Look at the words at both ends of the line before you mark your **X**. There are no right or wrong answers. Work rapidly; your first answer is likely to be the best. Do not omit any items, and mark each item only once.

**Example:**



***Now describe the person with whom you can work least well.***

			SCORE:
PLEASANT	8 : 7 : 6 : 5 : 4 : 3 : 2 : 1	UNPLEASANT	
FRIENDLY	8 : 7 : 6 : 5 : 4 : 3 : 2 : 1	UNFRIENDLY	
REJECTING	1 : 2 : 3 : 4 : 5 : 6 : 7 : 8	ACCEPTING	
TENSE	1 : 2 : 3 : 4 : 5 : 6 : 7 : 8	RELAXED	
DISTANT	1 : 2 : 3 : 4 : 5 : 6 : 7 : 8	CLOSE	
COLD	1 : 2 : 3 : 4 : 5 : 6 : 7 : 8	WARM	
SUPPORTIVE	8 : 7 : 6 : 5 : 4 : 3 : 2 : 1	HOSTILE	
BORING	1 : 2 : 3 : 4 : 5 : 6 : 7 : 8	INTERESTING	
QUARRELSOME	1 : 2 : 3 : 4 : 5 : 6 : 7 : 8	HARMONIOUS	
GLOOMY	1 : 2 : 3 : 4 : 5 : 6 : 7 : 8	CHEERFUL	
OPEN	8 : 7 : 6 : 5 : 4 : 3 : 2 : 1	GUARDED	
BACKBITING	1 : 2 : 3 : 4 : 5 : 6 : 7 : 8	LOYAL	
NASTY	1 : 2 : 3 : 4 : 5 : 6 : 7 : 8	NICE	
UNTRUSTWORTHY	1 : 2 : 3 : 4 : 5 : 6 : 7 : 8	TRUSTWORTHY	
CONSIDERATE	8 : 7 : 6 : 5 : 4 : 3 : 2 : 1	INCONSIDERATE	
AGREEABLE	8 : 7 : 6 : 5 : 4 : 3 : 2 : 1	DISAGREEABLE	
INSINCERE	1 : 2 : 3 : 4 : 5 : 6 : 7 : 8	SINCERE	
KIND	8 : 7 : 6 : 5 : 4 : 3 : 2 : 1	UNKIND	
			TOTAL