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INVESTIGATING THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEES JOB SATISFACTION AND TURNOVER INTENTION IN THE SOUTH AFRICA PUBLIC SECTOR

This study sought to investigate the influence of transformational leadership style on employees' job satisfaction and turnover intention in the South Africa Public Sector. Surprisingly, only fewer studies have been conducted in South Africa to find the reasons behind public sector employees job satisfaction and turnover intention. This study employed a quantitative research approach, and a self-administered structured questionnaire was used to collect data from 250 participants around the North West province of South Africa. The Statistical Package for the Social Sciences (SPSS) was used to analyse data. The statistical tests used including descriptive statistics, Cronbach's alpha, and Spearman's rank-order correlation. The results revealed that the positive correlation between transformational leadership and employees' job satisfaction leans towards a small effect size or no practically significant correlation ($r = .228$), while a negative correlation between transformational leadership and turnover intention leans towards a small effect or no practically significant correlation ($r = -.091$). Leaders in public sector departments should pay more attention to their followers' job satisfaction and turnover intention to help them feel connected to the organisation. Recommendations for future research were also provided. The research results strengthen the significance of attributes of transformational leadership in leading officers in the public sector organisations in South Africa that wish to promote positive attitudes in employees and their work climate.

Key words: transformational leadership, employees, job satisfaction, turnover intention; South Africa, public sector.

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Трансформациялық көшбасшылық стилінің Оңтүстік Африка мемлекеттік сектор қызметкерлерінің жұмысқа қанағаттануы мен ауысу ниетіне әсерін зерттеу

Зерттеуде авторлар трансформациялық көшбасшылық стилінің Оңтүстік Африканың мемлекеттік секторы қызметкерлерінің жұмысқа қанағаттанушылығына және ауысу ниеттеріне әсерін зерттеуді мақсат етті. Бір қызығы, Оңтүстік Африкада бүгінгі күнге дейін бюджеттік сала қызметкерлері арасында жұмысқа қанағаттану және ауысу ниетінің себептерін анықтау үшін салыстырмалы түрде аз зерттеулер жүргізілді. Зерттеу сандық зерттеу әдісін қолданды және өзін-өзі басқаратын құрылымдық сауалнама Оңтүстік Африканың Солтүстік-Батыс провинциясының айналасындағы 250 қатысушыдан деректерді жинау үшін пайдаланылды. Деректерді талдау үшін әлеуметтік ғылымдарға арналған статистикалық пакет (SPSS) пайдаланылды. Пайдаланылған статистикалық сынақтарға сипаттамалық статистика, Кронбах альфасы және Спирменнің дәрежелік корреляциясы жатады. Зерттеу нәтижелері трансформациялық көшбасшылық пен қызметкерлердің жұмысқа қанағаттануы арасындағы оң корреляцияның әсер ету көлемінің шамалы болуға бейім екенін немесе іс жүзінде маңызды корреляцияның ($r = .228$) жоқтығын корсетті, ал трансформациялық көшбасшылық пен кадрлық ауысу ниеті арасындағы теріс корреляцияның шамалы бейімділігі барын немесе іс жүзінде маңызды корреляцияның болмауын ($r = -.091$) корсетті. Мемлекеттік сектордың басшылары қызметкерлерге ұйыммен байланысуға көмектесу үшін жұмысқа қанағаттану мен айналымға көбірек көңіл болуі керек. Зерттеу сонымен қатар болашақ зерттеулерге ұсыныстар берді. Зерттеу нәтижелері Оңтүстік Африкадағы мемлекеттік сектор ұйымдарындағы қызметкерлердің оң көзқарасы мен жұмыс ортасын қамтамасыз еткісі келетін жоғары лауазымды тұлғалардың трансформациялық көшбасшылық қасиеттерінің маңыздылығын қолдайды.

Түйін сөздер: трансформациялық қозғалысшылық, қызметкерлер, жұмысқа қанағаттану, жұмыс күшінің ауысу ниеті, Оңтүстік Африка, мемлекеттік сектор.

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Исследование влияния трансформационного стиля лидерства на удовлетворенность работой и намерение сменить место работы сотрудников государственного сектора Южной Африки

В данном исследовании авторы стремились изучить влияние трансформационного стиля лидерства на удовлетворенность работой и намерение сменить место работы сотрудников государственного сектора Южной Африки. Примечательно то, что в Южной Африке до сегодняшнего момента было проведено сравнительно мало исследований, направленных на выявление причин удовлетворенности работой и намерения сменить место работы сотрудников государственного сектора. В исследовании применен количественный исследовательский подход, а также самостоятельно заполняемый структурированный вопросник для сбора данных от 250 участников по всей северо-западной провинции Южной Африки. Для анализа данных использовался статистический пакет для социальных наук (SPSS). Используемые статистические тесты включают описательную статистику, альфу Кронбаха и ранговую корреляцию Спирмена. Результаты исследования показали, что положительная корреляция между трансформационным лидерством и удовлетворенностью работой сотрудников склоняется к небольшому размеру эффекта или отсутствию практически значимой корреляции ($r = .228$), в то время как отрицательная корреляция между трансформационным лидерством и намерением сменить место работы кадров склоняется к небольшому эффекту или отсутствию практически значимой корреляции ($r = -.091$). Руководители структур государственного сектора должны уделять больше внимания удовлетворенности работой и текучести кадров, чтобы оказать содействие сотрудникам в их установлении связи с организацией. По итогам исследования также были представлены рекомендации для будущих исследований. Результаты исследования подтверждают значимость признаков трансформационного лидерства у ведущих должностных лиц в организациях государственного сектора в Южной Африке, которые хотели бы способствовать позитивному настрою сотрудников и рабочей среде.

Ключевые слова: трансформационное лидерство, сотрудники, удовлетворенность работой; намерение кадров сменить место работы, Южная Африка, государственный сектор.

Introduction

The modern-day organisational environment has shaped the call for new styles of leadership to inspire positive transformation and enhancement (Sart, 2014). Transformational leadership is the most common leadership style that can be adapted to improve modern-day organisational work performance (Khan & Varshney, 2013; Mohamed et al., 2016). Transformational leadership style refers to the practice that management in an organisation adopts to convert organisational values into actions, vision into realities, difficulties into innovation, separation into harmony, and risk into rewards (Kouzes & Posner, 2012). Transformational leadership is considered as a style of leadership that motivates lower-level employees to be engaged, committed, and satisfied, with no intention of leaving the organisation (Kouzes & Posner, 2012).

According to the National Development Plan Vision 2030, although the transition of the South African economy from the apartheid leadership

styles to the democratic state leadership style has been a success, the country is still in need of transformational leadership style and public leadership roles in its public sector departments. With all these challenges, the country needs a breed of leadership which is visionary, developmentally oriented, innovative, empowerment-oriented, and supportive. According to leadership theories, one of the differentiating characteristics of transformational leadership style is to effectively create an ideal vision or goal for the department or organisation (Bryman, 1992; Conger & Kanungo, 1988; Yukl).

The degree of job satisfaction and turnover intention of employees is more significantly dependent on the transformational leadership style and public leadership roles. Moreover, leadership is vital to job satisfaction and turnover intention of employees, and has a substantial impact on organisational performance, efficiency, and behavioural outcomes (Amankwaa & Anku-Tsedee, 2015). It is crucial to achieve job satisfaction among employees and to reduce turnover to retain productive and ef-

efficient employees, especially in public sector entities (Long et al., 2014:117). Employees' rate of job satisfaction and high rate of turnover intention have become significant concerns in public sector departments because of the impact thereof on productivity, the quality of products or services and therefore on profitability (Mehreza & Bakria, 2019).

Transformational leadership style has been linked to employees' positive outcomes and encourages employees to obtain higher-order requirements like self-realisation and self-worth (Khan & Khan, 2016). Other scholars (Brown & Treviño, 2006; Newman et al., 2015; Qing et al., 2019) posit that transformational leadership is a vital resource to the organisation as it is positively and significantly related to the motivation and job satisfaction, performance, and commitment of employees. Purba, Oostrom, Born, and Van der Molen (2016) found that the trustworthiness of leaders in an organisation has an impact on relationships between leaders and employees.

This article focuses on one of the aspects has not been investigated, of the influence of transformational leadership style on employees' job satisfaction and turnover intention in South Africa Public Sector. This study seeks to find out from employees' perspective whether the leadership style is among the many factors for the low job satisfaction and high turnover intention. Consequently, the research question which this study seeks to answer is: Is there an interconnection between transformational leadership style, job satisfaction and turnover intention?

Literature review

Theoretical framework

The transformational leadership theory provides an understanding of the duality that leaders face in current organisational settings (Mitiku, Hondeghem & Troupin, 2017; Trottier, Van Wart & Wang, 2008). Transformational leadership is focused upon securing of changes in the organisation through interactive dealings between the leading person and other role players (Van Wart, 2013). Compared to other leadership theories, transformational leadership is focused upon the needs and input of employees with the aim to transform the organisational workforce into leaders by empowering and inspiring them (Khan & Khan, 2016).

Transformational theory, also known as the relationship theory, places emphasis on the relationship between organisational leaders and the workforce (Amanchukwu, Stanley & Ololube, 2015). Khan and Khan (2016) concur that transformational lead-

ership will elevate motivation and ethical standards for both the employees and leaders, based on shared values, beliefs and goals. This theory explains that leadership is a process by which leaders motivate, inspire and engage employees by assisting them to reach their potential. A relationship might be created that will lead to job contentedness and motivation, so that employees would become committed to the organisation (Amanchukwu et al., 2015).

Transformational leadership

Transformational leadership is considered as a style of leadership that motivates lower-level employees to be engaged, committed, and satisfied, with no intention of leaving the organisation (Kouzes & Posner, 2012). Transformational leadership style and actions have been found to have a significant positive effect on enhancing employees' work performance behaviour, thereby increasing the general organisational performance (Ali et al., 2014; Mohamed et al., 2016). According to Al-Ababneh (2013), leadership style is described as the form of behaviour portrayed by line managers in an organisation during working with and through others, as they perceive it.

According to Ariyabuddhiphongs and Kahn (2017), transformational leadership style can be regarded as the most important factor to create a high level of job satisfaction and a lower turnover intention. Opposite to that, Long et al. (2012) argue that a transformational leader is a calibre of leader with the ability to inspire, stimulate and transform subordinates to strive harder to accomplish beyond expectations. Amankwaa and Anku-Tsede (2015) are of the opinion that a transformational leadership style will assist in motivating both the line managers and employees at a moral level and will create a better prospect for organisational growth. Tummers and Knies (2015) contend that a transformational leadership style does not complement the precise aspects of public leadership roles in public section organisations.

Characteristics of transformational leadership

Transformational leadership shows various characteristics, of which each of them has a unique impact on different employee workplace attitudes and behaviour, such as work engagement, job satisfaction, turnover intention and job performance (Ali, Lodhi, Orangzab, Raza & Ali, 2018). According to Hart and Quinn (1993), efficient leaders are described as visionary, inventive, energetic, and participatory. Their personalities show charisma, and they do not shy away from transformation. Their leadership style is aimed at empowerment and

motivation of others. Saloni (2019) revealed that the three main leadership competencies for the survival of an organisation are the ability of the leaders to be aware of the reality of a situation, and to react effectively on the perceived reality, even in the absence of resources to evaluate important consequences carefully. The abilities to rapidly learn from previous practical knowledge gained and to include such lessons into future for execution are equally important. Long et al. (2012) identify four types of transformational leadership behaviour or characteristics, namely idealised influence, inspiring motivation, intellectual urge, and individualised consideration.

Idealised influence, also known as charismatic influence, attributes or behaviour refers to transformational leaders with consistent underlying ethics, principles, and values. They view the needs of others as more important than their own and are prepared to share risks with other people (Sart, 2014). Transformational leaders with idealised influence show sensitive concerns and awareness of employees' needs, such as job satisfaction (Jung & Chow, 2008; Khan & Khan, 2016). According to Mitiku et al. (2017), idealised influence refers to attributes of leaders which inspire people led by them to follow in their footsteps, while their confidence and loyalty are stimulated.

Inspirational motivation provides a source of morale boosting and challenges employees to reach a set of organisational goals (Khan & Khan, 2016:4). More specifically, inspirational leadership captures a transformational leader's ability to create passion, positive attitudes, and team spirit. Others are inspired to see in their mind's eye a promising future and purpose, and challenge provided within their work (Mitiku et al., 2017:368).

Followers who are stimulated intellectually will be encouraged to become more creative and original regarding problem-solving skills (Khan & Khan, 2016). Transformational leaders encourage people to utilise different approaches to situations or difficulties they experience; to look from a different angle, for example by investigating intrinsic presumptions so that difficulties can be reframed (Mitiku et al., 2017:368).

Transformational leaders support their followers by encouraging training and mentoring activities aimed at accomplishment of full potential (Van Wart, 2013). These include provision of opportunities to improve knowledge. Individuals' needs for development and accomplishment receive attention and a helpful atmosphere to improve learning and development is established (Sun & Anderson, 2012).

Employees' job satisfaction

Job satisfaction represents an employee's positive experience of various factors such as remuneration, chances for promotion, co-workers and the work as such, which encourage an employee to work efficiently (Agarwal & Sajid, 2017:129). Research has shown that employees' level of job satisfaction is mostly related to leadership style as well as organisational value standards like job performance, frequency of absence from work and turnover (Judge, Parker, Colbert, Heller & Lies, 2001). Bowling et al. (2018) argue that job contentment is vital for success in the organisation, because it is related to valued organisational standards, such as job performance, frequency of absence from work, and turnover. Moreover, employees' dissatisfaction with their jobs will generate a negative impact on their performance and subsequently result in higher turnover intention.

When the combination of intrinsic/motivators and extrinsic/hygiene under which employees work is conducive, the employees will always be satisfied with their jobs (Ohunakin et al., 2016). Conversely, Alshmemri, Shahwan-Ak, and Maude (2017) assert that motivational factors from line managers and potential regarding earnings are the most critical factors that satisfy employees in an organisation. Eason, Mazerolle, Monsma and Mensch (2015) reason on the other hand that dissatisfaction with a job is a primary predictor of turnover intention of employees. Other scholars (Cakmak et al., 2015:30; Yigit, Dilmac & Deniz, 2011) believe that the assurance of life satisfaction is one of the most important factors to assure that people's lives are contented, and that the meaningfulness of their lives will improve. Cakmak et al. (2015:30) support this view in the way that one manner for a person to obtain life satisfaction is to experience satisfaction in the area where they are mostly present, namely their life at the workplace; therefore, job satisfaction makes it possible to enjoy life satisfaction.

Research identified various factors contributing to employees' motivation or satisfaction in the workplace (Khan et al., 2010). These factors include personal morale, positive interconnections, and management built on insight in individual and group behaviour. All these factors are realised through interpersonal skills like 'motivating, counselling, leading and communicating' (Khan et al., 2010; Weihrich & Koontz, 1999). Ward (2019) explains that job satisfaction can be divided into two affective components: employees' feelings regarding certain work facets and overall feelings of job satisfaction.

Facets of job satisfaction

The importance of job satisfaction has been questioned in organisational research (Bowling, Wagner & Beehr, 2018). The various facets of job satisfaction evaluate employees' attitude towards aspects of their job. The most common facets of satisfaction attracting attention to be researched are the job as such, supervision, co-workers, payment, and promotional opportunities (Bowling et al., 2018). Ward (2019:61) explains that individual employees will evaluate facets of their job before deciding whether he or she is satisfied with the job. Research has found that each of these five facets of job satisfaction is highly reliable and consistent for measuring employees' job satisfaction. Furthermore, each of these facets was positively related to global job satisfaction, and negatively related to employees' turnover intention (Bowling et al., 2018; Martins & Proenca, 2012).

Regarding the job as such, studies have also found that employees' job satisfaction positively correlates with employees' favourable cognitive beliefs about whether their current job provides opportunities for prestige, personal growth, and job security (Bowling et al., 2018; Storbeck & Clore, 2007). One of the apparent predictors or facets of employees' job satisfaction is how well employees are treated by their direct supervisor (Bowling et al., 2018:388). Earlier studies showed that social support from supervisors will be positively correlated, while mistreatment by a supervisor will correlate negatively with employees' satisfaction (Duffy, Ganster & Pagon, 2002).

Prior research predicted that employees' level of satisfaction with co-workers is to some extent resulting from the interpersonal treatment they receive from co-workers (Bowling et al., 2018). In this regard, social support from co-workers is anticipated to relate positive to the level of job satisfaction, while mistreatment from co-workers is anticipated to relate negative to employees' level of job satisfaction.

Employees' satisfaction with payment is related to an individual's perception of the organisation's administration policies and perceptions of fairness regarding payment (Williams, McDaniel & Nguyen, 2006). Cakmak et al. (2015:30), argue that if employees perceive that they are being rewarded less, even though they are working more, they will develop a negative attitude towards their colleagues, managers and work as well as dissatisfaction in their jobs.

Based on organisational justice theory (Colquitt, 2012), satisfaction with promotional opportunities

is expected to result from the perceived fairness with which promotions are awarded within one's organisation. It is therefore predicted that promotion-focused distributive justice and promotion-focused procedural justice (Beehr, Nair, Gudanowski & Such, 2004; Webster & Beehr, 2013) would both be positively related to the FSS promotion subscale.

Turnover intention

Employees are a valuable and productive resource for any organisation, and they play an essential role in the sustainable growth and development of an organisation (Singh, 2019). However, one of the most challenging tasks for leaders in an organisation is to retain existing employees. Organisations risk losing large sums of money due to employees' voluntary turnover rates (Purba et al., 2016). Traditionally, studies showed that negative job attitudes, such as low levels of job satisfaction, are the most important causes of employees' turnover intention (Harman et al., 2007:51). Employees' turnover intention is regarded as the actual behaviour of an employee voluntarily quitting the organisation (Yang et al., 2019). Ngo-Henha (2017:2760) describes it in yet another way by stating that employee turnover refers to a situation where an employee in an organisation ceases to be a member of the organisation. Scholars have shown that employees' actual turnover behaviour is positively related to their turnover intention (Lee, Ha-Brookshire, 2017:465; Yang et al., 2019:2).

Employees' turnover intention has been found and identified as a strong predictor of actual turnover that will always have a negative impact on the organisation (Bryant & Allen, 2013; Erat et al., 2012). Gatling, Hee Jung and Jungsun (2015) argue that although actual employees' turnover is influenced by difficult circumstances in the workplace, employees' turnover intention is related to employees' intention to quit their current organisation due to perceived management behaviour as well as withdrawal behaviour such as inadequate performance in the workplace and poor attendance.

Reasons for employees' turnover intention

An organisational workforce always needs guidance and direction. Ahmed et al. (2016) suggest that an effective leadership style and role might assist the organisation in lessening the incidence of employees' turnover intention in their respective organisation. Employee turnover can either be voluntary or involuntary and can be affected by leadership styles and roles (Ali, Jan & Tariq, 2014). Involuntary employee turnover is the termination of employees' services initiated by the organisation, while voluntary turnover is termination of services initiated by

the employee (Greyling & Stanz, 2010). Ngo-Henha (2017) classified employees' turnover intention into three different categories, namely: unavoidable turnover, desirable turnover, and undesirable turnover. Ngo-Henha (2017) further explains that undesirable employees' turnover intention might occur due to retirement, sickness, or family matters, while desirable turnover applies to incompetence of employees. Contrasted to that, undesirable turnover can also occur when competent, skilled, and talented employees intend to quit the organisation against the will of their leaders.

Employees' reasons to leave an organisation are different, and may be ethical, personal, cultural, professional, and technological, and/or because of job dissatisfaction (Ziy-Ur-Rahma, Lavanya & Devi, 2018). On the other hand, Erat et al. (2012) reveal in their study that employees' turnover intention is influenced by factors such as employees' decision to quit the organisation, management's attitudes towards performance management, outside job demands, job satisfaction, remuneration, job enrichment and stability. Ahmed et al. (2016:88) found that employees' turnover intention is influenced by factors such as organisational stability, leadership style and roles, remuneration level, the industry, working conditions, training, and supervision.

Scholars have revealed that employees' turnover intention can be considered by an organisation as an effective substitution for actual force turnover (Jaros et al., 1993; Muliawan et al., 2009; Tett & Meyer, 1993). Bothma (2011) proclaims that employees' turnover intention can also be influenced by personal and contextual factors such as alternative employment opportunities and the external job market. Harman et al. (2007) endorse that expectation of outcomes such as low earnings potential and promotional opportunities are motivations behind employees' turnover intentions.

Research has mostly focused on negative workplace attitudes such as low levels of job satisfaction (Harman et al., 2007), and ineffective leadership style and role (Arwa, 2017). Ethical, personal, cultural, professional, and technological factors (Ziy-Ur-Rahman et al., 2018), and management attitudes towards performance management (Erat et al., 2012) can be considered as motivational factors for employees' turnover intention. There is a need to investigate the influence of positive factors such as transformational leadership style and public leadership on employees' turnover intention. In addition, factors such as achievement of personal work-related goals that suit employees' personal needs to a greater extent should also be considered.

Transformational leadership style and employees' job satisfaction

It is broadly accepted that transformational leadership is the 'most effective' form of leadership. The effectiveness thereof encourages employees' organisational commitment and work engagement and motivates them to act in ways which are to the advantage of the organisation and its interested parties (Bottomley, Mostafa, Gould-Williams & Leon-Cazares, 2016; Mostafa, 2019; van Knippenberg & Sitkin, 2013).

The styles of leadership have significant influence on the behaviour of employees (Bennett, 2009; Karsten et al., 2009; Holmes et al., 2013:804). Cakmak et al. (2015) found in their study that there is indeed a positive medium-level association between transformational leadership style and employees' level of job satisfaction. Saleem (2015) supports these findings and further elaborates that transformational leadership is positively associated with job satisfaction. This implies that transformational leaders can bring about changes in the psychological frames of mind of members of the organisation because of their stimulating and motivating behaviour.

Transformational leadership style and employees' turnover intention

Transformational leadership enhances the outcomes of employees (Mostafa, 2019). De Gennaro (2018) found in Italian context that, when line managers in public sector institutions are confronted with on-going changes, they act as transformational leaders and display the objectives of the ability to influence inherent motivations to ensure acceptance of the change. By doing so, employees in an organisation can be convinced to perceive the changes as to the benefit of administration.

Compared to the public leadership roles, transformational leadership style is known as a leadership style or role model whom employees respect, trust and try to compete with (Carmeli et al., 2013). Transformational leaders are caring and concerned about their subordinates and treat them fairly; therefore, they have good relationships with their subordinates. Factors like meaningfulness of communication trust between all parties and frankness support these relationships (Mostafa, 2019). Transformational leaders promote teamwork and unity within groups and friendship. Stronger connections between group members are formed as a result.

According to Bottomley et al. (2016), transformational leadership inspires employees to surpass their projections regarding work. The more complex psychological needs of followers are fulfilled, and their potential is developed. Mostafa (2019)

supports this view in the way that transformational leadership raises the level of association of employees with their work. The feeling that their contributions to the organisation are valuable is enhanced. Increased satisfaction and involvement with a person's job will most probably be achieved. As a result of all the above-mentioned factors employees will maintain higher levels of flexibility, strength, and excitement while they are working. Gyensare, Kumedzro, Sanda and Boso (2017) found in their study that transformational leadership had a negative connection to voluntary turnover intention ($\beta = -0.16, p < 0.01$). The results of a study by Park and Pierce (2020:6) showed that turnover intention was directly predicted by transformational leadership ($\beta = -0.210; p \leq 0.01$). It was shown that transformational leadership style practised by local office directors could directly be connected to a negative and direct influence on the turnover intentions of child welfare workers.

Research design and methods

This study design and data collection method were determined by the need to gather sufficient data to investigate the influence of transformational leadership style on employees' job satisfaction and turnover intention in the South Africa Public Sector. Quantitative research was considered suitable for this research study as it supports the positivist paradigm. Quantitative research approach gives a quantitative or numerical description of trends, attitudes, or opinions of a population by studying a sample of the population (Creswell, 2014).

Population, sample and sampling technique

Hennink, Hutter and Bailey (2011) mention that the target population for a research study should be aimed at respondents with specific, applicable knowledge and experience to probably contribute to more insight into the phenomenon being investigated. The target population for this study comprises of all employees from levels 1-12, excluding management levels in selected public sector departments in the North West region of South Africa. The total population from levels 1-12 was 786.

A convenience sampling technique was used to test the unit of analysis for this study. A representative sample of the population for the research was calculated by using Krejcie and Morgan's (1970) work on determination of the size of a sample. The study embraced the relation:

$$n = \frac{p(1-p)N \cdot \chi^2_{\alpha}(1)}{d^2(N-1) + p(1-p)\chi^2_{\alpha}(1)}$$

Where

n = sample

Proportion, $p = 0.50$ (for maximization)

N = Total population

d = Error margin (Degree of accuracy) = $5\% = 0.05$

$\chi^2_{\alpha}(1) = \chi^2_{0.05}(1) = 3.841$, and $p = 5\% = 0.05$.

Using the Total population, N , of 786 employees, the approximate total of the minimum sample size was provided by:

$$n = \frac{0.5(1-0.5)(786)(3.841)}{0.05^2(786-1) + 0.5(1-0.5)(3.841)} = \frac{754.7565}{2.9228} = 258$$

To attain the objectives of the study, a total of 258 questionnaires were distributed to the respondents.

Data collection

Self-administered survey questionnaires were used to collect data for this study. A survey questionnaire was considered appropriate for this research study because respondents tend to be more honest in their responses regarding contentious matters, specifically because their responses are anonymous (Kabir, 2016). The questionnaire consisted of closed-ended questions that prompted the respondents to choose an option from a predefined list. Closed-ended questions were considered appropriate for this study as respondents could respond to the questions in a truthful way, and the responses could be easily coded and statistically analysed. The survey questionnaire consisted of the following four sections.

Section A: Demographic characteristics.

This section consisted of seven questions. The section collected data for a statistical purpose relating to participants' demographic characteristics such as gender, age group, job level, unit and geographical location.

Section B: Transformational leadership survey

This section consisted of seven items adapted from the transformational leadership survey instrument based on the Global Transformational Leadership Scale (GTL) (short version) developed by Carless, Wearing and Mann (2000). Data were collected from participants with regard to their perceptions towards their team leader. Each item was anchored by a five-point Likert-type response. Participants were asked to rate their responses by indicating with an 'X' the number that reflected each response the best, namely: 1 = never, 2 = rarely, 3 = sometimes, 4 = very often and 5 = always.

Section C: Employees Job satisfaction

This section collected data about the participants' levels of job satisfaction in their current job. Each item was anchored by a five-point Likert-type response. Participants were asked to indicate the extent of their disagreement or agreement with each statement. To respond to the items, they had to mark the number picturing their response the best, with an 'X', namely: 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree. The job satisfaction survey instrument was adapted from the Facet Satisfaction Scale (FSS) introduced by Beehr *et al.* (2006). Five items were used per subscale to evaluate satisfaction with general facets of (a) work as such; (b) supervision; (c) co-workers; (d) remuneration, and (e) opportunities to be promoted.

Section D: Turnover intention survey

This section examined respondents' intentions to continue working for their respective Public Sector Departments. Respondents had to indicate how often they would undertake certain actions. The turnover intention survey instrument with the coding of the Likert scale ranging from 1 = never, 2 = seldom, 3 = sometimes, 4 = often was adapted from the validation of the turnover intention scale introduced by Bothma and Roodt (2013). Turnover intention has been measured by using the short version six item scale adapted from the 15 item scale originally established by Roodt (2004).

All respondents were required to reply to an identical list of questions to prevent any biases that might have arisen and to generate valuable data as required for achievement of the objectives of the study. The researcher personally administered the questionnaire to all the selected participants for the study. Permissions to conduct research in public sector departments were collected from relevant authorities. After permission had been granted, the researcher approached the participants and briefly explained the objectives of the study to them before distributing the survey questionnaire. Respondents had to complete the questionnaire within two days' time. The researcher then collected the completed questionnaires for later analysis.

A total of 258 questionnaires were handed out to respondents. 250 completed questionnaires have been returned, representing 96.9% response rate. Eight questionnaires, rendering a response rate of 3.1%, have not been returned. A high response rate has been achieved because the researcher and four other colleagues were involved in the administering process of the questionnaire. The 250 completed questionnaires were checked for missing data by making use of the procedures recommended by

Schlomer, Bauman and Card (2010). No missing data have been identified. The completed questionnaires have been analysed by using SPSS.

Results and discussion

Demographic characteristics

The analysis reveals that the majority (60.0%) of the respondents were female, while 40% were males. It has further been revealed that almost half (45.2%) of the respondents were between the ages of 40-49 years, representing a mature labour force, according to Bothma and Roodt (2013). Less than one per cent (0.4%) were above the age of 59 years. The reason for the low response rate of the age group above 59 years is because the target population for this study excluded employees at top management levels (i.e., position above level 12).

In terms of the post level category, more than four fifths (82.0%) of the respondents have been occupying a post between level 5 to level 8, with only a few (2.8%) of the respondents occupying a position between level 1 to 4, as shown in Table 4.1. With regard to the number of service years in the public service, the majority (42.2%) of the respondents have been working there ranging from 10 to 19 years. Only a few (1.6%) of them have been working for more than 39 years.

From Table 4.1, it can be deduced that almost one third (31.2%) of respondents held a national senior certificate/matric and another third (31.2%) a degree or diploma. On the other hand, only a few (0.8%) held a master's degree or other qualification (2.0%) respectively.

Almost a quarter (24.0%) of the respondents were working at the Dr Kenneth Kaunda office and almost another quarter (23.2%) at the Regional office. Almost an equal proportion of the respondents were working at the Bojanala (18%) and Dr Ruth Segomotsi Mompati (18.4%) offices. The majority (70.0%) of the respondents were working in the grant administration section, while the remainder of the respondents were working in the corporate services (10.0%), finance (9.2%); general admin (6.4%), and other sections (4.4%).

Descriptive analysis of variables

This section contains a descriptive analysis of transformational leadership, public leadership roles, job satisfaction and turnover intention.

Descriptive analysis of transformational leadership

Section B of the questionnaire measured the respondents' perceptions of the seven types of leadership behaviour of their managers as explained by

Carless *et al.* (2000). Respondents had to indicate the number that represented their response the best. A five-point Likert scale was used, indicating: 1 = never, 2 = rarely, 3 = sometimes, 4 = very often, and 5 = always, as shown in Table 1.

The combined responses reveal that in total, 46.4% of the respondents indicated that their managers very often or always communicated an explicit and progressive vision of the future ($M = 3.33$; $SD = 1.373$). Almost half (49.6%) of the respondents specified that their managers very often or always treated staff as separate persons, and promoted and inspired their development ($M = 3.35$; $SD = 1.345$). 49.2% of the respondents indicated that their managers very often or always gave encouragement and recognition to staff ($M = 3.23$; $SD = 1.417$). Ad-

ditionally, 48.4% of the respondents were of the opinion that their managers very often or always fostered confidence, involvement and collaboration among team members ($M = 3.21$; $SD = 1.352$), while 46% indicated that their managers very often or always inspired innovative thinking about problems and questioning of presumptions ($M = 3.14$; $SD = 1.307$). Furthermore, 44.4% of the respondents indicated that their managers were very often or always clear about their values and acting according to their personal articulated principles and values ($M = 3.19$; $SD = 1.3141$). Finally, 42% of the respondents indicated that their managers very often or always instilled a feeling of dignity and respect in others and motivated them because of their own example of competency ($M = 3.11$; $SD = 1.352$).

Table 1 – Participants' perceptions of the transformational leadership behaviour of their managers (N=250)

	Scale and items	Mean	SD	Never	Rarely	Some-times	Very often	Always
Transformational leadership style scale								
1	Communicates a clear and positive vision of the future	3.33	1.373	14.4	12.0	27.2	18.8	27.6
2	Treats staff as individuals. Supports and encourages their development	3.35	1.345	14.4	10.8	25.2	24.8	24.8
3	Gives encouragement and recognition to staff.	3.23	1.417	19.2	10.8	20.8	26.4	22.8
4	Fosters trust. Involvement and cooperation among team members	3.21	1.352	16.0	15.2	20.4	28.8	19.6
5	Encourages thinking about problems in new ways and questions assumptions	3.14	1.307	16.4	14.8	22.8	30.8	15.2
6	Is clear about his/her values and practices which he/she preaches	3.19	1.314	13.6	18.0	24.0	24.8	19.6
7	Instils pride and respect in others and inspires me by being highly competent	3.11	1.384	17.2	17.6	23.2	20.8	21.2

Descriptive analyses of the public leadership roles

Section C of the questionnaire measured the respondents' perceptions of the types of behaviour of their managers in public leadership roles. Respondents had to indicate the number that represented their response the best. A five-point Likert scale indicated: 1 = never, 2 = rarely, 3 = sometimes, 4 = very often and 5 = always, as shown in Table 2.

The frequencies reveal that most (66.0%) of the participants indicated that their managers sometimes, very often or always encouraged them to explain their actions to various stakeholders ($M = 3.16$; $SD = 1.363$). 74.0% of the respondents indicated that their managers sometimes, very often or always

encouraged them to inform stakeholders of their ways of working ($M = 3.35$; $SD = 1.306$), and 67.6% of the respondents indicated that their managers sometimes, very often or always provided them an opportunity to throw light on their ways of doing for involved parties' understanding ($M = 3.17$; $SD = 1.397$). Moreover, the majority (81.2%) of the respondents indicated that their managers sometimes, very often or always emphasized the importance of answering questions from clients ($M = 3.74$; $SD = 1.259$). 75.2% of the respondents indicated that their managers sometimes, very often or always strived to make sure that actions of their organisational units are shared in an open and honest way with other people ($M = 3.44$; $SD = 1.388$). 76.4% of the re-

spondents indicated that their managers sometimes, very often or always encouraged them that the rationale behind some decisions taken have to be made clear to interested parties ($M = 3.52$; $SD = 1.330$).

Furthermore, the category responses indicated that 84.88% of the respondents specified that their managers sometimes, very often or always emphasised to them the importance to abide by the law ($M = 3.91$; $SD = 1.226$). 84.4% of the respondents stipulated that their managers sometimes, very often or always provided them with methods to follow rules and regulations stipulated by government, correctly ($M = 3.92$; $SD = 1.236$). 83.6% of the respondents indicated that their managers sometimes, very often or always emphasised that they should carry out government policies properly ($M = 3.84$; $SD = 1.277$), while 78.4% of the respondents indicated that their managers sometimes, very often or always ensured that they follow the rules accurately and properly ($M = 3.62$; $SD = 1.401$).

Table 2 reveals that 54.4% of the participants indicated that their managers never or rarely did not encourage them or their co-workers to act in accordance with political decisions, even when interested parties questioned their behaviour in that regard ($M = 2.45$; $SD = 1.414$), while 55.6% of the respondents indicated that their managers never or rarely encouraged them and their co-workers not to endanger associations with political leaders, in spite of possible risks involved ($M = 2.39$; $SD = 1.469$). 57.6% of the respondents indicated that their managers never and rarely encouraged them and their co-workers to carry out political decisions, in spite of the possibility of more responsibilities involved ($M = 2.34$; $SD = 1.423$). The majority (66.8%) of

the respondents stated that their managers never or rarely encouraged them and their co-workers to support decisions made on the basis of political preference, notwithstanding possible weaknesses ($M = 2.06$; $SD = 1.311$). 62.4% of the respondents indicated that their managers never or rarely encouraged them or their co-workers to promote political decisions, even when they realise drawbacks ($M = 2.23$; $SD = 1.420$).

Finally, the combined responses reveal that 66.0% of the respondents indicated that their managers sometimes, very often or always encouraged them to maintain various contacts with other organisations ($M = 2.92$; $SD = 1.499$). In total 74% of the respondents indicated that their managers sometimes, very often or always encouraged them to put considerable energy into exploring new contacts ($M = 3.05$; $SD = 1.418$). 65.6% of the respondents indicated that their managers sometimes, very often or always, or never or rarely motivated them and their co-workers to collaborate with people from their networks on a regular basis ($M = 3.16$; $SD = 1.487$). 65.2% of the respondents indicated that their managers sometimes, very often or always motivated them and their co-workers to establish numerous contacts with people from other departments than their own ($M = 3.08$; $SD = 1.456$). The majority (51.2%) of participants' managers encouraged them and their co-workers to familiarise other people with contacts on their personal networks ($M = 2.58$; $SD = 1.316$), while 66% of the respondents indicated that their managers sometimes, very often or always encouraged them and their colleagues to act as key players between different organisations ($M = 3.05$; $SD = 1.392$).

Table 2 – Participants' perceptions of the leadership roles of their managers (N=250)

Scales and items		Mean	SD	Never	Rarely	Some-times	Very often	Always
Accountability leadership								
1	Encourages my colleagues and me to explain our actions to various stakeholders	3.16	1.363	15.6	18.4	21.6	23.6	20.8
2	Encourages us to inform stakeholders of our way of working	3.35	1.306	11.6	14.4	26.0	23.6	24.4
3	Provides us with the opportunity to explain our behaviour to stakeholders	3.17	1.397	18.4	14.0	20.4	26.4	20.8
4	Emphasises that it is important that we answer questions from clients	3.74	1.259	6.4	12.4	20.0	23.6	37.6
5	Strives to ensure that we openly and honestly share the actions of our organisational unit with others	3.44	1.388	15.2	9.6	20.0	26.8	28.4

Continuation of the table

Scales and items		Mean	SD	Never	Rarely	Some-times	Very often	Always
6	Encourages us to explain to stakeholders why certain decisions were taken	3.52	1.330	10.8	12.8	20.8	25.2	30.4
Rule-following leadership								
7	Emphasises to my colleagues and me that it is important to follow the law	3.91	1.226	5.2	9.2	20.8	18.8	46.0
8	Gives my colleagues and me the means to properly follow government rules and regulations	3.92	1.236	5.2	10.4	18.0	20.0	46.4
9	Emphasises that my colleagues and I should carry out government policies properly	3.84	1.277	8.0	8.4	17.6	24.0	42.0
10	Ensures that we accurately and properly follow the rules	3.62	1.401	13.2	8.4	19.2	21.2	38.0
Political loyalty leadership								
11	Encourages my colleagues and me to support political decisions, even when other stakeholders confront us with it	2.45	1.414	38.8	15.6	18.0	17.2	10.4
12	Encourages me and my colleagues not to jeopardise the relationship with political heads, even if that entails risks	2.39	1.469	44.8	10.8	16.8	16.0	11.6
13	Encourages me and my colleagues to implement political decisions, even if that means undertaking additional responsibilities	2.34	1.423	43.6	14.0	18.0	13.6	10.8
14	Encourages me and my colleagues to defend political choices, even if we see shortcomings.	2.06	1.311	52.0	14.8	14.4	12.8	6.0
15	Encourages me and my colleagues to support political decisions, even when we see downsides.	2.23	1.420	47.6	14.8	16.0	10.4	11.2
Network governance leadership								
16	Encourages me and my colleagues to maintain many contacts with other organisations	2.92	1.499	27.6	11.2	25.6	13.2	22.4
17	Encourages me and my colleagues to invest substantial energy in the development of new contacts	3.05	1.418	21.2	12.4	28.0	16.8	21.6
18	Motivates me and my colleagues to work together regularly with people from our networks	3.16	1.487	22.4	12.0	16.4	25.2	24.0
19	Motivates me and my colleagues to develop many contacts with people outside our own department	3.08	1.456	23.2	11.6	20.4	24.0	20.8
20	Encourages me and my colleagues to introduce others to contacts on our own networks	2.58	1.316	30.0	18.8	22.4	21.2	7.6
21	My supervisor encourages me and my colleagues to be a key player between different organisations	3.05	1.392	22.0	12.0	20.8	29.2	16.0

Descriptive analysis of job satisfaction

Section D of the questionnaire assessed the job satisfaction levels of respondents. Participants had to indicate their opinion by choosing the number that represented their view the best, namely: strongly disagree = 1, disagree = 2, somewhat disagree = 3, neither agree nor disagree = 4, sometimes agree = 5, agree = 6 and strongly agree = 7. The responses for each category were combined, for example: the disagree category percentage was calculated by adding up the percentages of the strongly disagree, dis-

agree and sometimes disagree categories. The agree category was also combined by adding up the somewhat agree, agree, and strongly agree categories.

The results of descriptive statistics reveal that more than a half (54%) of the participants agreed that they were very pleased with the types of activities that they performed in their jobs ($M = 4.56$; $SD = 1.953$). 56.8% of the participants agreed with the statement that they would feel more satisfied with their jobs if they were performing duties different from their current ones ($M = 4.69$; $SD = 1.873$). The

majority of the respondents (60.4%) agreed that they were more satisfied with the kinds of tasks they were currently performing than with most of the other tasks they have ever performed ($M = 4.87$; $SD = 1.820$). Similarly, 60.4% of the respondents agreed that they were satisfied with their tasks performed at work ($M = 4.68$; $SD = 1.829$), while 48.4% of the respondents agreed that all in all, they would rather have some other kind of duties in their work ($M = 4.25$; $SD = 1.785$).

The combined responses of the descriptive analysis further expose that 54.4% of the respondents agreed that they were very pleased with the way they were being supervised ($M = 4.43$; $SD = 2.019$), while 46% of the respondents agreed that they would experience more job satisfaction if their manager had not been working there as well ($M = 3.64$; $SD = 1.998$). In total, 43.8% of the respondents agreed that they were more satisfied with their current manager than with almost any manager they had worked for in the past, while 37.8% of the respondents disagreed ($M = 4.03$; $SD = 2.056$). More than a half (52.0%) of the participants agreed that they were very satisfied with their manager ($M = 4.42$; $SD = 2.109$), while 39.2% of the respondents agreed that they would rather work under another manager ($M = 4.00$; $SD = 2.080$).

The combined responses of the items of the co-worker scale revealed that 41.2% of the respondents agreed that they were very happy to work together with their colleagues ($M = 4.46$; $SD = 1.951$), while more than one third (38.4%) of the respondents agreed that they would enjoy more satisfaction with their jobs if their colleagues had not been working there too ($M = 3.86$; $SD = 2.092$). Only 34.8% of the respondents agreed that they were more satisfied to work together with their colleagues than with almost any colleagues they had ever worked with previously ($M = 4.20$; $SD = 1.955$). Almost half (49.6%) of

the respondents agreed that they were very satisfied with their co-workers ($M = 4.50$; $SD = 1.998$). Furthermore, only 30.4% of the respondents agreed that they would rather work with some other kind of co-workers ($M = 3.62$; $SD = 1.956$).

In addition, the combined responses indicate that 48.0% of the respondents disagreed that they were not very happy with the amount of money earned ($M = 3.64$; $SD = 2.149$), while 37.2% disagreed that they would enjoy more satisfaction with their jobs if their remuneration were not so insufficient ($M = 3.86$; $SD = 2.124$). More than half (54.0%) of the respondents disagreed that they were more satisfied with their current remuneration than almost ever before ($M = 3.26$; $SD = 1.990$), and 48% of the respondents disagreed that they were very happy with what they earned ($M = 3.62$; $SD = 2.157$). Opposite to that, 54.0% of the respondents agreed that they would rather have earned better payment ($M = 4.56$; $SD = 2.193$).

Finally, half (50.0%) of the respondents agreed that they were very happy with the opportunities available for promotion ($M = 4.40$; $SD = 2.113$), while 48.8% of the respondents agreed that they would be more satisfied with their jobs if the opportunities for promotion were not so meagre ($M = 4.35$; $SD = 2.163$). On the other hand, a combined total of 42.8% of the respondents disagreed that they were more satisfied with the current opportunities available for promotion than with almost any previous promotional opportunities in their past ($M = 3.77$; $SD = 2.056$). Furthermore, 42.8% of the respondents disagreed that they were very satisfied with, and 41.6% of the respondents disagreed that they were dissatisfied with the opportunities available for promotion ($M = 3.98$; $SD = 2.132$). 58.4% of the respondents disagreed that they would rather have more opportunities for promotion ($M = 4.67$; $SD = 1.900$).

Table 3 – Participants' job satisfaction levels (N=250)

Scales and items	M	SD	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Sometimes agree	Agree	Strongly agree
Work itself									
1. Overall, I am very pleased with the types of activities that I do on my job.	4.56	1.953	10.4	10.4	8.0	17.2	6.8	32.8	14.4
2. I would be more content with my job if I were doing tasks that are different from the ones I do now.	4.69	1.873	7.2	10.0	10.0	16.0	9.6	30.4	16.8

Continuation of the table

Scales and items	M	SD	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Sometimes agree	Agree	Strongly agree
3. I am more satisfied with the types of work I currently do that with almost any other work I have ever done.	4.87	1.820	7.6	6.8	6.4	18.8	8.8	34.0	17.6
4. All in all. I am very satisfied with the things I do at work.	4.68	1.829	7.2	10.8	7.2	14.4	18.0	27.2	15.2
5. All in all. I would rather have some other kind of duties in my work	4.25	1.785	10.0	10.0	12.4	19.2	16.8	24.0	7.6
Supervision									
6. Overall. I am very pleased with the way my manager supervises me.	4.43	2.019	12.4	11.2	9.2	12.8	12.8	25.6	16.0
7. I would be more content with my job if my manager did not work here.	3.64	1.998	20.8	16.4	8.8	18.8	10.0	17.6	7.6
8. I am more satisfied with my manager than with almost anyone I have ever worked for.	4.03	2.056	11.6	8.0	18.5	12.4	18.1	13.3	11.6
9. All in all. I am very satisfied with this person as my manager.	4.42	2.109	15.6	8.8	7.2	16.4	10.0	22.0	20.0
10. All in all. I would rather work for some other manager.	4.00	2.080	14.4	8.4	21.6	9.2	12.4	17.6	14.4
Co-workers									
11. Overall. I am very pleased to work with my co-workers	4.64	1.951	10.8	7.6	6.0	21.2	13.2	19.6	21.6
12. I would be more content with my job if my co-workers did not work here.	3.86	2.092	18.8	15.6	8.4	18.8	8.0	16.8	13.6
13. I am more satisfied with my co-workers than with almost anyone I have ever worked with before.	4.20	1.955	14.0	10.8	8.0	22.0	10.4	23.2	11.6
14. All in all. I am very satisfied with my co-workers.	4.50	1.998	11.2	9.6	8.8	20.8	8.0	21.6	20.0
15. All in all. I would rather work with some other kind of co-workers.	3.62	1.956	18.4	16.0	15.2	20.0	6.8	13.6	10.0
Pay									
16. Overall. I am very pleased with how much money I earn.	3.64	2.149	23.6	19.2	5.2	12.8	12.0	15.6	11.6

Continuation of the table

Scales and items	M	SD	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Sometimes agree	Agree	Strongly agree
17. I would be more content with my job if my pay were not so low.	3.86	2.124	19.6	16.0	6.0	21.2	8.0	13.2	16.0
18. I am more satisfied with my pay now than I have almost ever been.	3.26	1.990	27.6	18.0	8.4	19.6	7.6	11.2	7.6
19. All in all. I am very satisfied with my pay.	3.62	2.157	23.2	18.8	6.0	18.4	6.8	12.0	14.8
20. All in all. I would rather have better pay.	4.56	2.193	15.6	10.4	2.8	17.2	8.0	19.2	26.8
Promotion									
21. Overall. I am very pleased with my opportunities for promotion.	4.40	2.113	15.2	10.4	6.0	18.0	7.2	23.6	19.2
22. I would be more content with my job if my promotion opportunities were not so poor.	4.35	2.163	15.2	13.6	4.4	18.0	7.6	19.2	22.0
23. I am more satisfied with my opportunities for promotion now than with almost any other promotional opportunities I have ever had.	3.77	2.056	20.8	16.4	5.6	16.4	12.4	20.0	8.4
24. All in all. I am very satisfied with my chances for promotion.	3.98	2.132	19.2	13.6	8.8	15.6	6.8	22.8	13.2
25. All in all. I would rather have more opportunities for promotion.	4.67	1.900	8.4	10.8	6.8	15.6	12.8	28.8	16.8

Descriptive analysis of turnover intention

Section E of the questionnaire measured respondents' intention to leave the organisation over the last nine months. The frequencies revealed that more than 17.6% of the respondents indicated that they never considered leaving their jobs, while 28.4% indicated that they were considering it continuously ($M = 3.37$; $SD = 1.423$). Only 15.2% indicated that they were very satisfied, and 28.8% indicated total dissatisfaction with their jobs regarding fulfilment of their personal needs ($M = 3.35$; $SD = 1.407$). 9.6% indicated that they were never frustrated if not provided an opportunity in the work situation to realise their personal goals

in relation to their work, compared to 36.8% being frustrated at all times ($M = 3.59$; $SD = 1.345$). 12% indicated that they have never envisaged another job that would fulfil their personal needs to a greater extent, while 43.2% had done so at all times. ($M = 3.80$; $SD = 1.366$). Furthermore, 13.6% indicated that, should they receive such an offer, they would highly unlikely accept any job at the same remuneration level as currently, compared to 37.2% that would most probably accept such an offer ($M = 3.56$; $SD = 1.405$). 16.4% of the respondents indicated that they were always looking forward to another day at work, compared to 26.0% who indicated that they had never done so.

Table 4 – Participants' turnover intention (N=250)

Scale and items		Mean	SD
1	How often have you considered leaving your job?	3.37	1.423
2	How satisfying is your job in fulfilling your personal needs?	3.35	1.407
3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals	3.59	1.345
4	How often do you dream about getting another job that will better suit your personal needs?	3.80	1.366
5	How likely are you to accept another job at the same compensation level should it be offered to you?	3.56	1.405
6	How often do you look forward to another day at work?	3.40	1.357

Reliability of the constructs

Cronbach's alpha was used to examine the reliability of the constructs used in this study. Cronbach's alpha coefficient with values of above 0.7 is usually acceptable, and values above 0.6 are acceptable in the instance of exploratory research (Field, 2014). Field (2014) further indicates that, in the initial stages of research, values of 0.5 will suffice, but interpretation should be made with discretion. The reliability for these eight construct was considered satisfactory and acceptable. A summary of the internal consistency results of the constructs used for the study is provided in Table 5.

Table 5 – Construct reliability

Construct	Cronbach's alpha	Number of items
Transformational Leadership	0.94	7
Job Satisfaction	0.71	20
Work itself	0.72	3
Supervision	0.67	5
Co-workers	0.59	3
Pay	0.59	5
Promotional opportunities	0.53	4
Turnover intention	0.76	6

Spearman's rank-order correlation analysis

Spearman's rank-order (hierarchy) correlation analysis was calculated to assess the strength and direction of the linear associations between transformational leadership style and job satisfaction as well as turnover intention. Spearman's rho and p-values of the correlations are shown in Table 1

below. P-values are reported to provide a complete explanation, although these would not be interpreted, since a convenience sample was used instead of a random sample. The interpretation was based on the effect sizes or Spearman's rho, and Cohen's (1988) guidelines for the purpose of interpreting the magnitude of a correlation were used to interpret the Spearman's rank-order correlation. Specifically, a correlation coefficient of ~ 0.1 was recommended to be considered as a small effect or no practical significant correlation relationship; a correlation coefficient of ~ 0.30 was considered as a medium effect or practically visible correlation, and a correlation coefficient of ~ 0.50 was considered to represent a large effect or practically significant correlation (Gignac & Szodorai, 2016).

A review of Table 1 reveals a positive correlation between transformational leadership and employees' job satisfaction, although leaning towards a small effect size indicated no practically significant correlation ($r = .228$). There is only a small effect or no practically significant negative correlation between transformational leadership and turnover intention ($r = -.091$).

Table 6 – Spearman's rank-order correlation analysis between transformational leadership and job satisfaction as well as turnover intention

		Transformational leadership
Job satisfaction	Correlation	.228**
	Sig. (2-tailed)	.000
Turnover intention	Correlation	-.091
	Sig. (2-tailed)	.152

Conclusion

The objective of this study was to investigate the influence of transformational leadership style on employees' job satisfaction and turnover intention in the South Africa Public Sector. It could be concluded that respondents had slightly positive perceptions towards the transformational leadership behaviour of their managers. The findings of this research study are in this regard consistent with the findings of a previous study in which employees' perceptions of transformational leadership significantly predicted satisfaction with communication, their jobs, as well as support, encouragement and recognition given to them (Banks, McCauley, Gardner & Guler, 2016). The research findings of Ölçer (2015), revealed that leaders who practice transformational leadership styles are successful to accomplish meaningful higher levels of commitment.

The findings of this study revealed a minor positive interconnection between transformational leadership and employees' job satisfaction, indicative of no practically significant relationship. The findings of the study do not correlate with findings from other studies, according to which transformational leadership style enhances employees' job satisfaction (Sow, Murphy & Osuoha, 2017; Cakmak *et al.*, 2015; Long *et al.*, 2014; Saleem, 2015).

This study showed a weak negative interconnection between transformational leadership and turnover intention, which indicates no practically significant relationship. This result differs from the study done by Ölçer (2015), which findings indicated that an effective transformational leadership style increases employees' job satisfaction and decreases their turnover intention. However, other studies revealed a negative correlation between the components of transformational leadership and turnover intention (see Sow *et al.*, 2017). Gyensare *et al.* (2017) also found in their study a negative relation of transformational leadership to voluntary turnover intention ($r = -.16$).

Managerial implications and recommendations

This study bodes important implications for managerial practices. The research results strengthen the significance of attributes of transformational leadership in leading officers in the public sector organisations in South Africa that wish to promote positive attitudes in employees and their work climate. The managerial implication is that public sector organisations in South Africa seeking a way of increasing employees' satisfaction have to consider paying more attention to their followers' job satisfaction facets and turnover intention to help

their followers feeling connected to their working environment. Furthermore, public sector managers should revise the role of their organisational culture, remuneration, adaptable working hours, career progression and communication as possible strategies to reduce employees' turnover intention.

The findings revealed that transformational leadership style and public leadership roles are critical factors having an influence on employees' job satisfaction and turnover intention. Therefore, a significant workplace relationship should be developed in public sector organisations in which transformational leadership style and public leadership roles need to be employed. Another managerial implication is that middle as well as top-level management should attempt to bring about an environment of trust, respect, loyalty and recognition for their workforce as an effect to lessen employees' turnover intention (Gyensare, Anku-Tsedee, Sanda & Okpoti, 2016).

On the basis of findings of this research study, specific recommendations are made. Public sector organisations should provide their leaders with leadership training programmes at all levels. Managers should be made aware of the practices and behaviour expected from transformational leadership, for example: the communication of an explicit, positive future vision; behaviour towards staff members as unique persons; to assist and inspire their development by providing morale boosting and acknowledgement; to cherish confidence, involvement and collaboration among team members; to encourage reflection on difficulties innovatively, and to question presumptions. They should be specific regarding values and act according to their articulated principles and values. A feeling of dignity and respect should be instilled in others, and they should be motivated because of their managers' example of competency. Public managers should fulfil their leadership roles effectively and efficiently. In accordance with the recommendations of Tummers and Knies (2015), managers should practice and behave according to the principles and expectations required from the different roles, for example: accountability leadership motivates employees to explain and justify their deeds to different internal and external stakeholders. Public managers should motivate employees to promote the interest of the ruling party. Public managers should promote network governance leadership by motivating employees to engage and work in the best interest of stakeholders. Public managers should demonstrate rule-following leadership by inspiring their employees to always comply with rules, procedures, and policies.

Some of the strategies managers could implement to reduce turnover intention include the offering of market-related remuneration; opportunities to study; benefits and security; opportunity to work in a self-governing way; inclination towards merit; career progression; expedited upward development; effective communication; diversity in the workforce; employment of skilled workers; training and development; flexible work hours; effective leadership, and to create a healthy work culture (Cloutier, Felusiak, Hill & Pemberton-Jones, 2015; Singh, 2019; Al Mamun & Hasan, 2017).

Limitations and areas for future research

The scope of the study was limited within the transformational leadership style as independent variables and their interconnection with employees' job satisfaction and turnover intention as dependent variables in public sector in the North West region of South Africa. A quantitative research approach was employed, and the data collection was limited to a specific region in South Africa, namely the

North West region. Furthermore, participants for the study were limited to employees holding posts from levels 1-12, excluding senior management levels. In this regard, the results for the study were not generalised to the entire public sector employees in South Africa.

Future research regarding this field should be conducted on a longitudinal basis so that data can be collected at a different point in time to provide additional support to model the causality between transformational leadership style and public leadership roles with job satisfaction and turnover intention. A future researcher should develop a self-assessment research instrument whereby leaders can evaluate their own leadership styles and roles. More research could further enhance the body of knowledge on the subject by including subjective variables such as employees' performance indicators (Abelha, da Costa Carneiro & Cavazotte, 2018), and specific dimensions of organisational culture (Sow et al., 2017).

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