

**The leadership types appropriate to different levels of
management in the South African railway industry**

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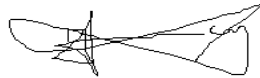
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DECLARATION

I, Theophilus Pillay, declare that this research article is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the Graduate School of Business Administration, University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Theophilus Pillay



Signed at Kempton Park – Home

On the 28th day of February 2023

DEDICATION

This dissertation is dedicated to my beautiful wife Illona Pillay. You have walked with me through every step of the way supporting me at every turn. Thank you so much for your support, we hardly got to see each other because of the MBA but your endless support assisted me in what was truly an incredible journey.

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ABSTRACT

The South African railway industry run by two state-owned entities, PRASA and Transnet have embarked on their Industry 4.0 strategy. It is a strategy that looks to reimagine the railway sector, the culture and its operations. The intent is to take SA and Africa to compete globally, and proudly take South African rail into this new digital platform. It is at the helm of these changes that organisations will need to adopt the state-owned entities strategy to remain competitive, producing railway solutions productively and efficiently to feed into the entities plans. One such organisation is Alstom International a rolling stock multinational that has been awarded the largest tender in South African history to produce the new Metrorail fleet for the state-owned entities. This research looks at one of Alstom International's manufacturing subsidiaries in SA that produces railway solutions for the state-owned entities. It's on the basis of the magnitude of the project that the study will consider the subsidiary to represent the railway industry of SA and will from this point onwards be referred to as the 'organisation.' There is a knowledge gap existing into the type of leadership behaviours that are needed to impact followers motivation and organisation's success, which has become a major concern for the railway industry of SA. The purpose of this study was to investigate how and why transformational (TL) and transactional(TR) leadership behaviours can be used to fill this gap. HR and railway organisational practitioners will use this knowledge for improved recruitment practises and leadership development training. The study adopted a qualitative approach with semi-structured interviews conducted with 16 purposefully selected managers from the manufacturing organisation ranging from lower, middle to senior management. Thematic deductive analysis was conducted to determine the leadership behaviours used through the established transactional and transformational themes. Observations of the interactions between leaders and followers at various management levels were also done at the organisation to gather more data. The findings showed that transactional leadership behaviours were found to be the main style used by leaders. Transactional leadership behaviours were based on a strategy of compliance to Alstom International and also developed as the intent was to cut costs in manufacturing railway components. Transformational leadership behaviours were seen at upper

management levels, while transactional leadership behaviours were noted at lower management levels. Transformational leadership behaviours still had an augmenting role to play with blue collars to remove initial resistant because of past hurts caused by a fluctuating industry prone to retrenchments. It was found that the strategy of the organisation played a major role in the type of leadership behaviours used. The originality of the work is based on its South African railway context.

Keywords: Transformational, Transactional leadership, railway industry, behaviours

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CHAPTER 1: INTRODUCTION

1.1 Purpose of the study

The objective of this phenomenological qualitative study is to provide a comprehensive understanding of the leadership styles exhibited by leaders at various managerial levels within the railway manufacturing industry in South Africa. Specifically, it focuses on exploring the preferences for transformational (TL) and transactional (TR) behaviours among these leaders. The intention of the study is not to develop a prescriptive leadership model; rather, it seeks to move away from a narrow perspective of the phenomenon and delve into the unique characteristics observed within the leader-employee dynamic. The research was conducted at a subsidiary of a multinational company known as Alstom International, with the subsidiary referred to as the 'organisation' and Alstom International as the 'parent' company. For the purpose of this study, the organisation represents the railway industry in South Africa, chosen due to the significant impact and contribution of its current project to the South African railway industry.

1.2 Context of Study

The railway industry's utilisation and understanding of leadership behaviours have become a significant area of concern, as highlighted by Antonakis and House (2014). They argue that leadership plays a crucial role in motivating followers to achieve organisational goals. In the past four decades, there has been a renewed interest in studying leadership behaviours, with transformational (TL) and transactional (TR) leadership behaviours emerging as the most prominent ones. Benmira and Agboola (2021) assert that TL and TR leadership behaviours have gained popularity due to their ability to support organisations in times of rapid change, disruptive technology, technical innovation, and increasing globalisation.

The introduction of TL and TR leadership behaviours can be attributed to Burns (1978, as cited in Bass, 1985), who described TL leadership behaviours as those that elevate

followers' awareness and understanding of the organisation's objectives, leading to a transcendent state. In contrast, TR leadership behaviours, according to the same author, primarily cater to the self-interest of the followers. TL leadership behaviours contribute to intrinsic motivation according to Schaufeli and Bakker (2010, as cited in Breevart et al., 2013) which allows followers to have confidence in themselves while also getting guidance from the leader to accomplish organisational objectives. It has therefore been the stakeholder's need according to Gould (1986) to bring together a vast collection of people to meet objectives in return for salaries. The natural next step is for operational practitioners to standardise and package the leader-employee phenomena to achieve the desired organisational returns.

The South African railway system comprises both freight and passenger locomotives, managed by two state-owned entities known as PRASA and Transnet. PRASA oversees the passenger transportation infrastructure, while Transnet is responsible for the infrastructure related to general freight and heavy haul railway routes (Toth et al., 2022).

In order to enhance and expand the railway network for both passengers and general freight in South Africa, these two entities award contracts to various organisations involved in the construction of railway components, development of modern passenger fleets, and maintenance overhauls, as well as the construction and upkeep of infrastructure (Alstom in South Africa, 2023).

1.3 Problem Statement

The South African railway network is implementing an expansion initiative known as Industry 4.0, characterised by rapid change and disruptive technology. Stock and Seliger (2016) argue that industries, including the railway sector, must adapt to Industry 4.0 to ensure the sustainability of organisations within the railway industry. Consequently, there is a need for transactional and transformational leadership behaviours in the railway industry to effectively navigate dynamic changes, promote continuous innovation, and manage disruptive technology. It is crucial for the railway industry to comprehend how

to utilise these leadership behaviours and their appropriate contexts to motivate employees towards organisational objectives.

The study provides insight to HR and operational practitioners on how, why and when leaders in the railway industry should utilise either TR, TL or a combination of these leadership types for effective performance of employees at all management levels. This is particularly important to the South African railway industry which has recently embarked in their quest to Industry 4.0. Industry 4.0 is an initiative characterised by rapid change and disruptive technology essential to drive industries towards sustainability (Stock & Seliger, 2016).

The purpose of the research was to give rich detail understanding of TL and TR behaviours used by leaders in the South African railway industries, which will empower leaders to identify and implement such leadership behaviours to meet organisational objectives. The research will add to the existing theoretical body of knowledge concerning the use of TL and TR leadership, focused on its usage in the South African railway context.

1.4 Previous Research

Allix and Gronn (2005) debunked any hopes for a quick-fix solution in understanding the enigmatic nature of leadership, emphasising its elusive and non-standardisable essence. On the other hand, Hogan et al. (1994) disputed this viewpoint, asserting that psychologists possessed substantial knowledge about leadership, with the challenge lying in the interpretation and application of this knowledge by practitioners. Recognising leadership as a complex and multidimensional phenomenon, Benmira and Agboola (2021) supported the idea that simultaneous utilisation of transformational and transactional leadership behaviours, as proposed by influential theorist Bass (1985), can effectively motivate employees.

Practitioners in the railway industry, however, must halt their eagerness to merge these two leadership behaviours together, asserts the Path Goal Theory by House (1996). This

has introduced the effects that TL and TR relationships must interact together, which has become known as the ‘Augmentation hypothesis’ phenomena according to Bass et al. (1990 as cited in Lowe et al.,1996). The idea that the two leaderships exist together has been conceptually accepted. The debate revolves around the exploration of how, why, and in what specific context effective leadership can be identified, which, if addressed, would enable more efficient recruitment and development of leaders. The introduction of Systems Stratified Theory(SST) with seminal work done by Jacobs and Jaques (1987, as cited in Dai et al., 2011), considers how TR and TL leadership behaviours are affected by organisational context such as management levels.

There is some light to draw inspiration from the works of Edwards and Gill (2012) and Punani et al. (2020) who have tried to close the gap by contextualising their work. The big disclaimer, however, being that context was based on the country of origin of the experiment which in these two cases being the UK and Ghana respectively. Bruch and Walter (2007) did an in-depth study on how TR and TL leadership behaviours are displayed at the various layers or management levels of an organisation. However, there is not much confidence in standardising these findings as contrasting results were obtained from the UK and Ghana researches. Furthermore, the research is scant on the types of leadership behaviours prevalent in the South African railway industry.

1.5 Significance of the Study

The study will give clear knowledge on the leadership behaviours used in the railway industry of SA as well as when and how they are used based on organisational factors. The insights will be used by railway practitioners to deal with rapid change and disruptive technology to lead their organisations to remain competitive, with possibilities of extending its reach beyond South Africa.

1.6 Delimitations of the study

The study focused on senior, middle and lower management, but did not consider opinions from blue collars. The study did not consider age, sex and maturity of leaders in

its analysis. The study focused on the railway industry under a single subsidiary belonging to its multinational parent company.

1.7 Definitions of terms and abbreviations

TOT: 'Transfer of Technology', these are experts sent by the multinational to transfer technical knowledge

SM: Senior Management which includes the CEO, and managing directors

MM: Middle management

LM: Lower Management(Supervisors)

BC: Blue collar. These are workers on the shop floor who add direct value to products

IRIS: International Railway Industry standard

SST: Systems stratified theory

HR – Human resource

EHS – Environmental Health and Safety – it is the manner in which operations must be run safely

5S – A requirement of EHS to reduce clutter on the shop floor

PRASA – Passenger Railway Association of South Africa

Transnet – State-owned entity involved in cargo and fleet

Parent company – Alstom international

Organisation – Alstom subsidiary

KPI – Key performance indicator

Augmentation – Action or process of making something greater

1.8 Assumptions

The study defined the hierarchical chain having three layers of senior, middle and lower management. According to Edwards and Gill (2012), the true nature of the hierarchy is what people perceive it be. Employees normally distinguish between middle and senior management and do not necessarily make the distinction of role players within the senior management level.

CHAPTER 2: LITREATURE REVIEW

2.1 Introduction

This chapter contains the relevant leadership and managerial themes that have been used as a theoretical foundation for this research. Initially, the literature sought motivational aspects for effective performance from employees. Thereafter, the literature found its feet by identifying the key leadership principles required. Furthermore, intensive literature was executed to identify the practical and theoretical dynamics of the leadership phenomenon. A summary of the findings then ensued of the leadership themes that was used as a lens of discovery.

2.2 Importance of employees

The literature review commences by addressing the fundamental question of what or who contributes to the success of organisations. It is a question rooted in the altruistic notion that Gould (1986) emphasised, which asserts that society's collective need drives the mobilisation of a substantial number of individuals to pursue the goals of the organisation. In the above description there is a presumption of an answer which leads to the exploration of employee involvement in reaching goal attainment of organisations. Barney et al. (2021) investigated an expanded research agenda for the resource-based view which articulates the perception that employees are the greatest asset to companies. Barney et al. (2021) further acknowledged that many executive level employees expressed the need to attract, encourage and make employees feel integral in the mission of a company.

2.3 Employee engagement

Welch (2011) argues that employee engagement should be of interest to leaders and managers in organisations as it is an important cog towards organisational effectiveness, innovation and competitiveness. Employee engagement as described by Anitha (2014) is

the general level of commitment and involvement that an employee has towards the organisation. It is therefore the desire of stakeholders to find out why, when and how to engage employees. Khan (1990) first conceptualised employee engagement as employees that will keep themselves in the job sacrificing all else for the objectives of the organisation. Khan (1990) further articulates three psychological engagement criteria of 'meaningfulness', 'safety' and 'availability' that will keep employees physically and emphatically connected to their organisations and pursue organisational objectives.

Schaufeli and Bakker (2010, as cited in Breevaart et al., 2013) introduced the TL leader as one who can mediate the intrinsic motivation that is needed for employees to perform to the desired state of performance. Breevaart et al. (2013) explored the diaries of 61 navel cadets to note their experiences for a period of 34 consecutive days. The results from the empirical evidence show that when leaders displayed more TR leadership characteristics such as contingent reward (CR) behaviours, followers were more engaged on those days. In conclusion, the engagement of employees leads to greater performance, brought upon by TR leadership behaviours that impacts intrinsic behaviours of employees.

2.4 The mediating role of leadership on goal choice and commitment

Seminal work by House and Mitchell (1975) stated that leader behaviours breed satisfaction in employees to perform. Latham and Locke (1991) indicated that the choice of goals, which is either accepted or rejected, lies within the perception of the employee and is based on the legitimacy and the appropriateness of the goal. The authors suggested that the best way to influence choice of goal is through an authority figure who answers both questions of legitimacy and appropriateness. It is also within the power of the leader to punish and reward the subordinate of his/her acceptance or refusal to the proposed goals. Latham and Locke (1991) opined that effective leaders set specific proximal goals that allows the vision of the organisation to be clear and attainable.

Bennis and Nanus (1985, as cited in Latham & Locke, 1991) indicated that leaders are able to effectively regulate goal commitment in followers. The authors explained that the

leader through establishing the organisation's vision, inspires the employee towards the goal. It's in the pursuit of the goal that leaders begin to display modelling techniques resulting in employees engaged in problem solving and decision-making steps to become effective. Continuous feedback from leaders results in employees directing their focus towards the objectives of their organisations.

The path goal theory explained that the higher the goal set to the follower, the greater the followers performance. However, this proportional relationship seizes unless there is dedicated commitment. Meyer and Allen (1990, as cited in Puni et al., 2020) clarified three commitment psychological states which are affective, continuance and normative commitment. The first two are similar to TR and TL leadership behaviours.

Meyer and Allen (1990, as cited in Puni et al., 2020) further suggested that the augmentation effects of TL and TR relationships on employee commitment will be positive as employee's monetary, social and psychological needs are enhanced. Vecchio et al. (2008) suggested that TR and TL leadership behaviours are reflected in the principles of path goal theory. The literature is, therefore, now in a position to dive into the idiosyncrasies of TL and TR leaderships to focus attention on how these leadership behaviours have caused employees to be motivated for effective performance.

2.5 Transformational leader

Burns was the initial architect of the transformational leadership concept, drawing from a combination of leadership traits, styles, and biographical observations and analyses of political leaders (Burns, 1978, as cited in Lowe et al., 1996). Bass (1985) further expanded on this by developing a comprehensive Full Range Leadership Theory (FRLT) in 1985, which incorporated TL, transactional leadership (TR), and laissez-faire leadership behaviours. This theory has gained significant attention and become one of the most extensively researched contemporary leadership theories (Bass, 1985, as cited in Antonakis & House, 2014). The remainder of this section will focus solely on the TL leadership behaviour.

Burns (1978, as cited in Pawar, 2003) explained that TL leadership used as a motivational process by leaders to attain change on a societal and institutional level, thus indicating change attainment to be an important aspect of TL leadership. Substantiating on the basis that TL leadership is effective for organisations is Andersen (2018) who argues that TL leadership's main focus is organisational goals. Waldman et al. (1990) specified also that TL leaders raise the needs of followers and in turn impact and promote the transformation of individual groups and organisations.

Dvir et al. (2002) explained that TL leadership has a positive effect on performance of followers. TL leadership offers more than just instructions to the follower, rather, it is concerned with the developmental aspects of the follower and forms part of the aims of TL leadership (Bass & Avolio, 1985, as cited in Dvir et al., 2002; Kuhnert & Lewis, 1987, as cited in Waldman et al., 1990).

Bass (1985) stated that TL leadership raises the level of consciousness, transcending self-interest and instils in the employee the value and the importance of reaching organisational objectives. According to Bass (1985), the transcended state that is created in employees increases the followers confidence as they look at organisational objectives as a mission that is meant to be conquered.

Diving into the attributes of TL behaviours, Bass (1985) further elaborated on the works of Burns that TL leadership uses charisma otherwise known as idealised influence (II), individual consideration (IC), inspirational motivation(IM), and intellectual stimulation (IS) to inspire employees to make extraordinary efforts. The leader indeed affects the input variables to get the desired performance achieved by the subordinates.

2.5.1 Idealised influence (II) – Charismatic leadership

II or otherwise known as charismatic leadership as argued by Bass (1985), is the most important component of the TL leader who arouses follower enthusiasm, faith, loyalty, pride and trust towards the leader that displays such characteristics. Bass (1985) conducted a survey indicating that charismatic leaders resulted in their followers being enthusiastic about assignments. Additionally, the leadership inspired loyalty, commanded

respect, gave clarity and awareness of the vision, and the followers had complete faith, trust and felt proud of their leaders. Therefore, charismatic leaders are a symbol or beacon of success and accomplishment aspired by followers.

Bass (1985) indicated that the employee leader exchange reaches new heights from the ordinary manager as he insights intense feelings of a love and hate relationship between the followers and the leader. The charismatic can inspire followers both intellectually and emotionally that moves followers beyond original expectations or contractual agreements. Sarros and Santora (2001) continued to show the charismatic leader as someone who has a dynamic personality, filled with self-confidence and projects self-confidence to others.

2.5.2 Inspirational motivation (IM)

Bass (1985, as cited in Bruch & Walter, 2007) indicated that leadership that motivates through inspiration provides an overarching vision of the organisation. Inspirational leaders use symbols and various acts to get the attention and focus of followers towards the vision. According to Sarros and Santora (2001) the TL leader utilising IM not only shares the vision, but also encourages workers to understand and commit to the vision. Further to this, the TL leader raises the organisational objectives and vision to the workers and communicates the vision in an unambiguous and clear way.

2.5.3 Intellectual stimulation (IS)

According to Bass (1985), IS draws the awareness of the problem to the follower and inspires followers to solve it. Unlike other TL characteristics, Bass (1985) suggested that intellectual stimulation is not caused by emotion but rather the followers are able to ascertain the nature of the problem and find its solution. It is argued that leaders may be able to insight more IS of followers as they involve followers in their own decision making. Sarros and Santora (2001) stated that leaders motivate followers to accept challenges in their job and to look for rather than to avoid the problems, which will in turn allow them to be more creative.

Sarros and Santora (2001) further suggested that IS displayed by leaders allow the cultivation of skills among followers and thus followers will begin to develop problem solving techniques to exceed their performance expectations. Bass (1985) stipulated that IS used by the leader on the employee allows old perceptions of what is possible to be revisited. The employee is therefore not dragged down by old thoughts. IS of the TL leader further stimulates awareness of problems to an otherwise old process and lifts expectations of problem solving and performance that previously would be ignored to now produce breakthrough solutions.

2.5.4 Individual Consideration (IC)

Bass (1985, as cited in Bruch & Walter, 2007) discussed the importance of leaders that take time off to individually consider followers, giving them personal attention and thus resulting in followers showing trust and respect to leaders. Leaders that treat individuals as important contributors of the objectives of the organisation will make an effort to coach and mentor followers towards effective performance (Sarros & Santora, 2001).

TL leadership behaviour has the hallmarks of leaders that stand on the moral high ground with intent to develop employees to a transcended state of existence to perform beyond expectation.

2.6 The Transactional Leader

TR leadership behaviour was initially used according to Bass et al. (2003) as the industry standard to measure leadership effectiveness. Burns (1978, as cited in Yammarino et al., 2003) in his pursuit of fulfilling the needs and wants of followers, introduced and articulated the differences between TL and TR leadership behaviours. According to Kanungo (2009), the ethical values of the TR leadership behaviours displayed is derived primarily from mutual altruism motive that allows both the leader and the follower to benefit from the exchange transaction.

One of the main features of the TR relationship is the foundation in which it stands on, it is based on an ethical framework that allows reciprocity to occur between the leader and

the follower. Yammarino et al. (2003) explains that the leader is aware of the needs of both the organisation and the follower and motivates to get both parties to interact in a manner that fosters mutual benefit.

Burns (1978, as cited in McClesky, 2014) gave the description that the leader-follower interaction is a series of exchanges of gratification with the aim of maximising the organisation's objectives and individual's needs. Antonakis et al. (2003) argued that the leader is involved in the process and that contingent based leadership is focused on clarification of the role and task of the subordinates. That is, if the follower completes the task effectively, the follower will then receive material or psychological rewards.

Numerous researchers emphasise the significance of the leader's role in this dynamic. Sarros and Santora (2001) argue that transactional leaders should engage in a cost-benefit economic exchange that fulfils followers' material and psychological needs while meeting organisational demands. Similarly, Bass (1990, 2000, 2006) and Burns (1978, as cited in McClesky, 2014) advocate for leaders who provide clarity on employee roles and expectations in exchange for rewards.

House and Dessler (1974, as cited in Fulk & Wendler, 1982) shed some light into the positive outcomes of what is referred to as the TR relationship. The subordinate satisfaction levels are increased due to clarity given by the leader and at the same time reducing anxiety, role conflict and willingness to leave the organisation. McClesky (2014) further elaborated that the follower benefits personally as they are allowed to fulfil their own self-interest. Thus, allowing them to concentrate clearly on the organisation's objectives such as increased quality, reduced costs and increased production.

Contingent approval behaviour is effective when subordinates' tasks become less ambiguous. In the contingent reward (CR) interaction, Kanungo (2009) further stated that leaders also fulfil their own personal interests like gaining power, increasing ones status or even acquiring material benefits from this exchange process.

TR leadership behaviour has two forms, CR and the active form. CR is the promise of rewards or the prevention of punishment, based on the effort levels and performance

given by the follower (Yammarino et al., 2003). In the active form of TR leadership is management by exception (MBE). Bass et al. (2003) explained that leadership specifies the standards or methods that the follower must comply with, clarifies what is non-achievement and may also punish followers who do not meet the required standards. Bass et al. (2003) specified that this type of leadership is closely monitoring for gaps or deviations from the goals, observes mistakes and errors and further takes corrective action.

Marques (2015) explained that leaders may choose how active they are to be in the exchange process which then determines the intensity of the interaction. MBE in the passive form will see leaders waiting for problems to arise and then addressing the problem. Some leaders as described by Bass et al. (2003), do not take any action at all and this type of leadership is referred to as *laissez faire* leadership, which practice, is the absence of leadership.

2.7 Management (hierarchical) levels as context in which leadership behaviours exists

Leadership behaviours cannot be looked at without considering the layers of stratification that separates one management level to the next. Complexity, which is defined by qualitative differences of time span and discretion, increases as one goes up the hierarchical levels of the organisation (Gould, 1986). The levels of complexity were introduced by the works of Jacobs and Jaques (1987, as cited in Densten, 2003), who termed the framework as Stratified System Theory (SST). SST according to Gould (1986) is characteristic of stakeholders delegating authority to the CEO, who then delegates authority throughout the executive system, therefore creating layers of accountability to meet stakeholders objectives.

Densten (2003) explained that SST has seven layers of abstraction which are compartmentalised into three broad layers that reflect three functional domains namely

‘strategic’, ‘organisation’, and ‘production’ or ‘command’. The three layers that the study will investigate are ‘senior management’ represented by the board of directors, ‘middle management’ and ‘lower management’ which is represented by supervisors who have blue collar workers as their direct subordinates.

Dai et al. (2011) explained that the lowest functional domain is production or command that is characteristic of small group interaction. The organisational domain is synonymous of co-ordination and the integration of activities, while the strategic domain involves the development and nurturance of new business units. Dai et al. (2011) further explained that the strategic and organisational domains found at the top of the hierarchy require more interpersonal and conceptual skills rather than technical skill which is found at the production domain.

Edwards and Gill (2012) stated that there have been many studies that investigated TL leadership behaviours across management levels such as the study by Densten (2003) and Walter and Bruch (2007). However, these studies reported varying results. Therefore, there is an opportunity to unblock the hierarchical context as to how and why it effects TR and TL leadership behaviours used in the railway industry.

2.8 Critically examining the TL and TR leadership behaviours in the hierarchical context

The literature review so far has considered the merits of TL and TR leadership behaviours. The introduction of organisational context in the previous section according to Bass (1985), influences how TL leadership behaviours emerge and operate in hierarchical organisations. While context has been considered in various studies, considering SST as a framework and observing through the lens of the TR and TL leadership behaviours, the context is normally regulated to that particular country and therefore there exists a gap with quantitative research already setting certain variables as constants.

According to Bass (1985), the TL leader is involved in the development of followers and teams towards the mission or vision of the organisation. This type of leadership is

concerned with activities that requires higher time span and more discretion allocated to the TL leader, which may not be possible given the hierarchical level of the leader. The leader's autonomy and domain may be too small to effect large scale vision implementations exercises, which is required by TL leaders that display IM to get employees to follow the vision of the organisation.

Freedom that is allowed by TL leaders to allow subordinates to be intellectually stimulated and find creative ways to solve issues, may not be beneficial to an organisation that is pushing quick gains. Burns (1978, as cited in Bass, 1985) similarly argued that the TL leader at first causes a stir in emotions in her new environment; with many followers having a love hate relationship as she first introduces instability before she can change the perceptions of individuals.

Marques (2015) argued that the inherit clarifying nature of the TR leaders elicits the eventual building of structures causing easier management of daily activities (Waldman et al., 2001, as cited in Marques, 2015). Burns (1978, as cited in McClesky, 2014) also indicated that TR leadership is effective in the marketplace where simple transactions occur and is characterised by reciprocity, flexibility, adaptability and cost benefit. However, Marques (2015) argued that the TR leader is involved in completing tasks productively. The statement by Marques (2015) is supported by positive results in the Ghana study published by Punani et al. (2020).

Many theorists advocated the negative long-term effects this motivation style has on followers. Burns (1978, as cited in McClesky, 2014) argued that TR relationships are shallow, while Sarros and Santora (2001) indicated that TR relationships do not bring inspiration and often causes resentments from followers. In contrast, McClesky (2014) hinted of the one size fits all mentality of the TR approach that will result in a system that is not adaptable for change. The overall belief according to McClesky (2014) is that while TR behaviours may lead to results, it does not lead to commitment.

2.9 Augmentation effects TL and TR leadership behaviours

The concept of operationalising both transformational and transactional leadership behaviours, known as the "augmentation hypothesis" (Waldman et al., 1990, as cited in Lowe et al., 1996), adds another perspective to the discussion. Bass (1985) introduced the idea that TL and TR leadership, although distinct in concept, can interact with each other. Initially, House (1996) expressed resistance to this notion, suggesting that TL leadership could replace TR leadership entirely but could not serve as a means to build upon the initial motivation of TR leadership.

Despite House's initial reluctance, ample empirical evidence and studies by theorists support the notion that leaders can employ both leadership behaviours, and followers can and should be influenced by both types. Bass (1990, 1998, as cited in Schriesheim et al., 2006), as well as Bass and Avolio (1993a, 1993b, as cited in Puni et al., 2020), concur that TL leadership should augment or build upon TR leadership, particularly in the form of contingent reward (CR). Furthermore, Conger and Kanungo (1990, as cited in Yammarino et al., 1993) indicate that this combination of leadership behaviours can enhance follower commitment and empowerment.

The TL leader seeks for opportunities (Lowe et al., 1996), while the TR leader according to Bass (1985) pushes towards repetitive structures of productivity and efficiencies, directing followers into a state of compliance. This should not be seen as a problem, but the design in its respective usage could result in positive results. Bass (1985) stated that the power of the TL leader is negated if the TR leader is not present. Tosi (1982, as cited in Lowe et al., 1996) explained that the TL leader in the charismatic form is supported by the TR leadership style as the TR leader helps to manage the mundane, day to day events, while TL leaders are directed towards the vision of the organisation and inciting creativity and innovation from followers.

The TL leader needs the TR leader to establish the contract. According to Waldman et al. (1990), leaders can get more motivation from followers added to the initial motivation that resulted from TR leadership behaviours. CR behaviour acts as a base for exerted

effort of the leader providing the platform that the charismatic leader steps upon, adding to the initial performance of the leader and the employee.

While there are numerous empirical outcomes siding with the augmentation effects of TL and TR behaviours, many of the findings are conflicting especially the case of Puni et al. (2020) with the context of Ghana being dissimilar with the results of Edwards & Gill (2012) with leadership behaviours being studied in the UK.

There are contrasting views both by practitioners and theorists when it comes to TR and TL leadership being used by leaders simultaneously to effect change and effective performance of both leaders and employees.

2.10 Summary of Literature

The main leadership themes surfacing to effectively motivate followers were TL and TR leadership behaviours. TL behaviour themes were considered to have transcended and had developmental attributes towards followers. TR leadership behaviours were known for its cost efficient and reciprocal approach. The hierarchical context was introduced to understand the role that complexity plays at the various management levels and how it contributes to the manner in which leaders use either TR or TL leadership behaviours at the various levels. The literature indicates extensively that the two types of leadership behaviours can be used by the same leader, but it also shows that there is no inclusive solution to its precedence. Below is a summary of the leadership themes that were used to understand the leadership behaviours that are most appropriate in the railway industry as perceived by leaders.

Table 1: Summary of pivotal literature themes and key/descriptive words

Leadership Behaviours	Key phrases, descriptions, words
TL	Change, transcended state, goals, mission, visions, performance beyond contractual expectations, developmental, increase confidence,

IS	Awareness, problem, accept challenges, not avoid, creativity, cultivation of skills, remove old perceptions,
II (Charismatic)	Arouses, enthusiasm, faith, loyalty, pride, enthusiastic, respect, complete faith, trust, becomes a symbol, beacon of success, intellectual and emotional, love and hate, relationship, dynamic, personality, self-confidence, exudes
IM	Overarching vision, uses symbols, various acts, raises organisational goals, challenge
IC	Considerate, personal attention, trust and respect, coach and mentor, transcended state
TR	Followers needs and wants, exchange transaction, reciprocity, objectives, performing tasks, clarify, exchanges of gratification, increased quality, reduced costs, increased production, standards, monitoring gaps, mistakes and errors, corrective action, cost benefit strategy
TR-CR	Clarification of roles, material and psychological rewards, self-interests, less ambiguous, gaining power, material benefits, punishment, performance,
TR-MBE Active	Intensity increased, proactive monitoring
TR-MBE Passive	Intensity reduced, waiting for problems to arise
Laissez Faire	No action taken, non-leadership
Augmentation effect	To build upon, normally TL augments TR, TL adds to, or increases, or makes greater initial TR motivations

2.11 Conclusion of literature review

The undertaken literature review looks at TL and TR leadership extensively. The literature has revealed the dynamic nature of the leadership behaviour, although conceptually distinct. However, most theorists argue for its compatibility. Agboola & Benmira (2021) agreed that in a complex world inclusive of rapid change, the use of TR and TL leadership may be the solution to motivate employees to effective performance.

2.12 Research Questions

2.12.1 Research Question 1

How, why, when and what leadership behaviours, TL or TR are used by the leaders in the railway industry?

2.12.2 Research Question 2

Do leaders use a combination of leadership behaviours of TR and TL in the railway industry, how and why?

2.12.3 Research Question 3

Considering leadership behaviours utilised by leaders, how and why based on 2.12.1 and 2.12.2 is this reflected across the different management levels.

CHAPTER 3: RESEARCH DESIGN

This chapter describes the methodology undertaken to answer the questions that were posed at the end of the literature review. This section looks at the approach and methodology used to extract information regarding the leadership themes as summarised in Table 1.

3.1 Research Methodology

This qualitative research study adopted a methodology inspired by Harb and Sidani (2019), who aimed to maximise insights on leadership behaviours amidst multiple organisational changes. Given the numerous changes occurring in the railway industry, the researcher followed a similar approach. In addition, the study incorporated a deductive qualitative research approach following Pearson's (2019) recommendation. This allowed theoretical arguments derived from the literature review to serve as a framework for data collection. The chosen methodology was motivated by divergent perspectives among theorists and contrasting empirical findings from Edwards and Gill (2012) and Punani et al. (2020).

The qualitative approach according to Anderson (2010), allows for a deeper understanding of the phenomenon investigated. Thus, allowing for multiple contexts to be discovered that may have otherwise be held in predetermined variables if a quantitative approach were utilised (Bluhm et al., 2010).

3.2 Research design

One-on-one semi structured interviews were conducted, which according to DiCioo-Bloom and Crabtree (2006, as cited in Kallio et al., 2016) allowed for versatility, reciprocity and exhausting of themes with respondents. The questions that were asked were in relation to the TR and TL themes that were extracted from the literature review.

The interview process allowed for the noting of nuances and expressions of individuals as they responded to the questions (Bogdan & Biklen, 1992, as cited in Creswell, 2013).

Probing questions had to be asked because often the interviewee would give ideal answers or what they thought the researcher wanted to hear. Hence, by probing the researcher was able to obtain as close as possible, a real opinion and reached data saturation (Fusch & Ness, 2015). This resulted in obtaining more depth and width to understand the leadership paradigm as seen through the eyes of the respondents. The leadership themes and explanations were sent ahead of schedule to the respondents to familiarise themselves with the themes and this approach allowed focus on leadership themes as well as any clarifying questions to be asked by the respondents.

While the questions were able to be changed in terms of how they were asked, the intention of the questions was to gain knowledge of themes derived from TL and TR leadership behaviours contextualised to the organisation. The questions were continually and steadfastly asked to prevent a moving target. Observations of leadership interactions were also done with leaders interacting with followers at all levels. Supplementing the data acquired by the semi structured interviews, prolonged engagement was attained as the researcher was granted unlimited access to the production site to witness meetings and interactions of respondents in their natural habitat performing their normal duties.

3.3 Population and sample site of interviews

3.3.1 Population

The respondents were selected from one of the subsidiaries of a multinational French company Alstom international as this was the organisation that the researcher had unlimited access to, as well as this was the organisation that was awarded the biggest contract in the railway industry in South Africa. Alstom International sales revenue for the period 2021/2022 was estimated at 15.5 billion United States dollars, and employing over 74000 staff members across 250 cities across 70 countries. (Smart innovation for

sustainable mobility, 2023). Approximately 1900 of these employees reside in SA (Alstom in South Africa, 2023). The interviews and observations were done at the organisation with the target population was a selection of senior, middle and lower management individuals. Fusch and Ness (2015) suggested that data saturation must be reached to determine sample size, and this was noted during the coding phase where reoccurring themes were occurring. Therefore, this led to the deduction that saturation was accomplished.

3.3.2 Sample and Sampling Method

The targeted audience were managers from all management levels in the railway organisation as they were considered the prime candidates that would allow the abstraction of valuable leadership data. The participants selected employed an inclusion, exclusion criteria that is supported by Luborsky and Rubinstein (1995, as cited in Robinson, 2013). Purposeful sampling strategies were used according to Robinson (2013) to get to answers with limited constraints. From the twenty-one requests sent to managers in the railway industry, twenty agreed, of the twenty that agreed, sixteen were available for the interviews. Table 2 provides the breakdown of the distribution of the sample.

Table 2: Distribution of sample

Respondents	Number sampled
Senior management	7
Middle management	5
Lower management	4
Total	16

3.4 Research Instrument and description

Interviews were used as the research instrument.. The questions asked were based on the experiences of respondents and the leadership behaviours that they used in the railway

industry. The researcher probed further in wanting to understand leadership behaviours used in respect to external and internal conditions affecting the leader. When answers received were more textbook oriented, the researcher probed more on context to discover actual themes and thus asked ‘why’, ‘how’ and ‘if’ type of questions. Knowledge of the organisation also allowed the researcher to ask more controversial questions pertaining to leadership themes. The full instrument can be seen in Appendix A3.

3.5 Procedure for Data collection

Permission to conduct interviews and freedom to make and record observations on site was granted by the HR department. Respondents were asked to fill in permission forms before interviews were conducted accepting audio recordings and confidentiality of their person. Interviews duration was roughly around one hour, with some interviews lasting longer due to the probing questions asked. The majority of respondents were open to the questions asked and enjoyed the process, many stating that it was a good reflective exercise. Some of the interviews had to be conducted through the Microsoft teams online platform due to ease of accessibility with computer cameras on.

3.6 Description of Data Analysis

After conducting the interviews, the audio recordings were transcribed to Microsoft word. During the transcribing stages, all words that were not clear were corrected so that the wording was logical. The document was then coded manually (A5 an example).

Transcripts were divided into distinct thought units as prescribed by Trevino et al. (2003, as cited in Aygun & Gumusluoglu, 2013). The author stated that the thought unit is a word, phrase, sentences or multiple sentences or even a paragraph that can take the body of information and attribute it to a certain TL or TR theme.

Using the extensive literature review on leadership, the researcher then further developed categories for the theme as suggested by the works of Aygun and Gumusluoglu (2013).

The lens through which the themes were generated from the interviews response were the full range leadership framework that were developed by Bass and Avolio (1990, as cited in Dvir et al., 2002) and summarised in table 1. The augmentation hypothesis was also considered in the process to consider the interaction of various themes from the same leader.

The TL leadership themes that were used as suggested by Sarros and Santora (2001) and Bass (1985) for the coding were ‘II’, ‘IM’, ‘IS’, ‘IC’, while the TR themes were, ‘CR’ behaviour, ‘MBE passive’ and ‘MBE active’. The entire framework of hierarchical context was based on the works of Jacobs and Jaques (1987, as cited in Densten, 2003) that were used in the analysis to confirm leadership behaviour used by various leaders based on discretion that is afforded to them in their management level.

3.7 Limitations of approach

- Interviews had information filtered through the views of interviewees and may limit the analysis of data acquired on the subject matter.
- The use of interviews as a way to obtain data according to Cairns-Lee et al. (2021) may cause the researcher to unduly influence the interview responses through the wording of questions.
- The researcher is in the railway industry in a middle management position and are prone to biases (Fields & Kafai, 2009, as cited in Fusch & Ness, 2015).
- Bernard (2012, as cited in Fusch & Ness, 2015) cited the negative effect of the ‘Shaman effect’. This occurs where the respondents have specialised knowledge on the topic that may overshadow the data.
- The hierarchical chain was stratified into senior, middle and lower management reflective of the railway industry and according to Hunt (1991, as cited in Edwards and Gill, 2012) may not reflect all possible hierarchies.
- Age, sex and years of experience were not considered into the analysis to understand the types of leadership behaviours used.

3.8 Ensuring validity and reliability

According to Anderson (2020) the qualitative research must display rigour, so that it produces findings that are an accurate representation of the population. This is referred to as the validity. Reliability refers to the reproducibility of the data.

3.8.1 Internal validity

Prolonged and persistent engagement was done, as the researcher witnessed three leadership sessions between senior management and middle management (chapter 5.2.1), coupled with use of semi structured interviews to attain methodical triangulation. The researcher also engaged and made observations on the TR interaction of the KPI weekly review sessions, which included monitoring of SQCD requirements (appendix B). Investigator triangulation was done, as themes were found to be reoccurring and repeating itself (chapter 4). E-mails were sent to clarify any assumptions that were not answered in the interviewees and feedback was given to determine whether the participants were in agreement with the findings. Other themes emerged that were not part of the original literature review, for example inclusive and situational leadership. See transcribed notes 2.78

3.8.2 External Validity

Morse (2015) explained external validity as the thick description of the phenomena so that the findings could be transferred to another context. The interviews were transcribed and all of the data is available if future analysts want to sieve through the data. In terms of transferability to another context that may not be as easy as no two organisations are the same. However, the context in which leadership behaviours displayed are clear, and can be applied if conditions outside the railway industry is replicated or mimicked.

3.8.3 Reliability

Clonts (1992) defined reliability as the extent to which studies can be replicated, using the same methods and getting the same results. The research was done at a time when there were no external conditions affecting the modus operandi of operating activities in the organisation. Neither were there any industrial action or drastic changes in strategy of

the organisation. Therefore, leaving all else equal and factoring the contextual findings, this paper can be replicated. The leadership theories were sent ahead of schedule to make all respondents understand the framework in which the research was being undertaken.

CHAPTER 4: PRESENTATION OF RESULTS

4.1 Introduction

The following are the results which are derived from interviews and observations conducted at the organisation. From the original 20 interviews that were planned, 16 interviews were conducted with a success rate of 80%. There were 7 respondents from senior management, 5 respondents from middle management, and 4 respondents from the supervisor level. Respondents were asked open ended questions in semi-structured interviews but related to the full range of TR and TL leadership framework summarised in table 1.

Note that the numbers reflected here are paralleled with the discussion section of chapter five. For example, results 4.2 is discussed in chapter 5.2.

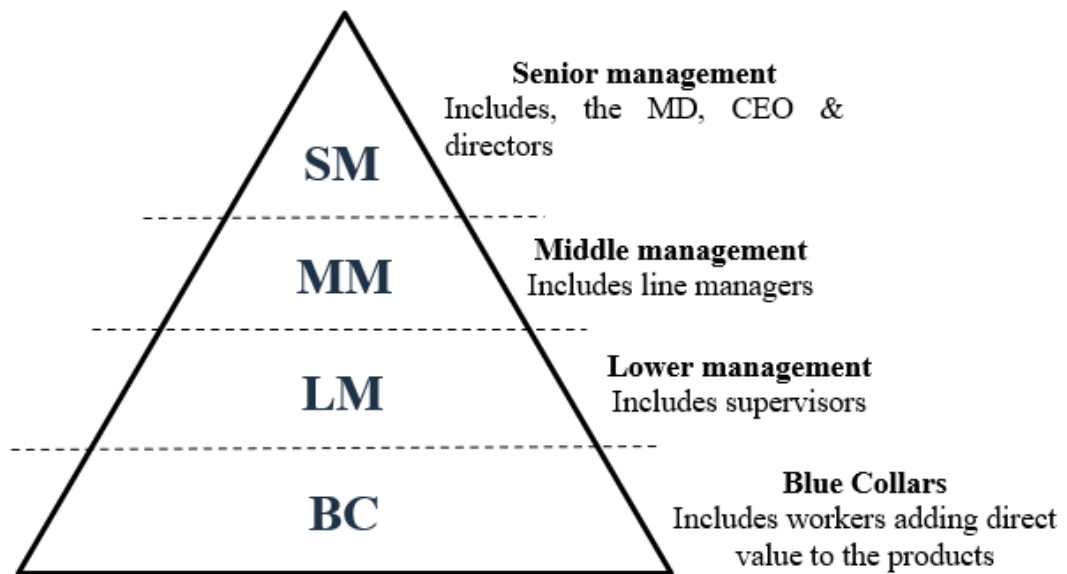


Figure 1: The hierarchy representation of management layers in the railway industry

4.2 The overall leadership behaviours experienced at all management levels

The overall leadership behaviours used to motivate all followers were TR-CR behaviour, which was used for the following reasons based on the organisation's strategy:

4.2.1 Compliance to measure performance of employees.

4.2.2 Improve productivity and efficiency in operations:

- For catch up plan to meet demands.
- To become competitive.

4.2.3 Compliance strategy on predetermined structure, both for legitimacy to the parent company and to improve productivity.

4.2.4 Leaders preferred to use TR-CR behaviours on followers due to:

- Followers motivated by rewards.
- Lack of ambiguity of what is expected from followers.

4.3 SM leadership behaviours used to motivate MM

4.3.1 TL in the form of IM augments TR-CR leadership behaviours.

4.3.2 TL in the form of IC and IS augments TR-CR leadership behaviours through mentoring and coaching to motivate followers towards:

- Creativity motivated on followers to resolve operational issues.
- Implement and maintain parent company's structured approach.
- Job security main motivating factor for followers.

4.3.3 Creativity allowed within the followers domain only. Explained using SST.

4.4 MM leadership behaviours used to motivate LM

MBE – Passive at the beginning of the interaction or and when the Alstom structure has not matured.

MBE – Active at the end of the interaction or and when the structure has matured.

4.5 LM leadership behaviours used to motivate BCs

MBE – Passive at the beginning of the interaction or and when the Alstom structure has not matured.

MBE – Active at the end of the interaction or and when the Alstom structure has matured.

4.6 Indirect Leadership used to motivate followers

4.6.1 SM augments TR behaviours, removes self-entitlement of BCs.

4.6.2 SM augments TR behaviours, removes mistrust and negative feelings of BCs.

4.6.3 SM augments TR compliance requirements towards governing protocols using II. SM uses charismatic aspects, becomes a symbol of values. Affects all management levels.

4.6.4 MM augments TR compliance requirements towards governing protocols using II. Uses charismatic aspects, becomes a symbol of values. Affects BCs.

4.7 Vision - TL characteristics used for motivation

4.7.1 MM: Motivated by vision, embraces vision

4.7.2 LM: Knows vision, but not motivated by it.

4.7.3 BC: Not motivated by vision directly.

4.8 Lower management power struggle

LM does not display TL behaviour on BCs nor is creativity allowed towards him by his leaders.

4.9 Current Gap

See discussion 5.9

4.10 Not so distant future

See discussion 5.10

4.11 New leadership themes

Besides the original TL and TR themes that have been investigated the two following leadership themes also was utilised by some leaders in the organisation

- Inclusive leadership
- Situational leadership

4.12 Categories

The following table represents the categories that was sieved through the transcribed notes and was then allocated themes according to the TL and TR themes that where generated by the literature review.

Table 3: Description of leadership behaviours used

Transactional Leadership with SST			
	Description	Themes	Displayed at which levels
1	Performance measurement - KPI(SQCD)	TR - CR	All levels

2	Compliance strategy to Alstom multinational	TR -CR	All levels
3	Environment not present for promotion	TR	SM - MM
4	Creativity not afforded	TR SST	MM- LM
5	Leader motivates productivity, efficiency and delivery	TR - CR	MM-LM
6	Leader motivates productivity, efficiency and delivery	TR - CR	LM - BC
8	Leader motivates productivity, efficiency and delivery	TR - CR	SM - ALL
9	Leaders motivate rewards, bonuses	TR - CR	MM - LM
10	Leaders motivate rewards, bonuses	TR - CR	LM - BC
11	Leaders affected by changes to drive delivery strategy	SST	SM - MM MM-LM LM - BC
12	Responds to data too late, beyond the deadline for deliverables	TR -MBE -Passive	MM - LM
13	Ethical targets set, no stretch targets	TR -ethics	All levels
14	Follower targets increased annually for continuous improvement	TR - CR	MM- LM LM -BC
16	MM allowed creativity within his shop, requires permission if creativity changes entire organisation	Limited due to SST	SM -MM
Transformational leadership behaviours			
	Description	Type	Levels
1	Promotion readily seen, people getting promoted	TL: Recognition	MM- LM
2	Mentoring and coaching occurring especially at the start to solve deviations to process	TL: IC +IS Mentoring, coaching	SM - MM
3	Spends time with follower on delivering the message, avoid disturbances, prevent union presence	TL: IC Mentoring, coaching	MM - LM
4	Coaching at longer time during the start of the project and with new followers	TL: IC + IS Slower	SM - LM
5	Followers motivated by the organisation to produce more for	TL - Vision	SM MM Both affected

	future projects, and becoming global		
Transformational and Transactional leadership behaviours – augmentation effects			
	Description	Type	Levels
1	Motivating followers to the importance of the organisation, shows importance of organisation in followers lives	TL: IM augments TR	SM - BC
2	Articulation to remove past trust issues, removes negativity, explain the future, the plans of the organisation	TL: IM augments TR	SM - BC
3	Business decisions made like acquisitions, complying to SA recruitment policies, show followers that multinational intends to stay	TL: IM augments TR	SM - MM SM - LM
4	Motivates change in targets and introduction of new processes by showing the reason for change embedded in continuous improvement to compete globally	TL: IM augments TR	SM - LM MM - LM MM - BC
5	Leader maintains his principles, will not budge, leads by example, no nonsense attitude, actions in proportion to words	TL: II augments TR compliance	SM - MM SM - LM SM - BC MM- BC
6	Coaching and mentoring used to be creative but controlled by delivery and compliance to Alstom way	TL: IS augments TR TR in terms of delivery are the boundary conditions	SM - MM

KEY: To understand final column titled ‘Levels’, For example: ‘SM – MM’(SM uses that leadership behaviour on MM).

CHAPTER 5: ANALYSIS AND DISCUSSION

5.1 Introduction

The following chapter discusses the results of chapter 4 of the interviews and observations that were done at the organisation. The discussion numbers parallel the results numbers in chapter 4. For example 4.2 results are discussed in 5.2. Note that the superscripts refer to actual dialogue from the respondents which may be accessed from the supplementary file.

5.2 TR overall leadership behaviours seen – the basis

This section will highlight why contingent reward (CR) is the form of TR behaviour used by leaders in the organisation.

5.2.1 Measurement of performance

The entire system lends itself to a TR approach based on CRs behaviour that originate from SM and cascaded down to measure individual performances, as explained by Steven (LM),

“the structure is in place and the CEO's KPI's are manufacturing directors KPI's and manufacturing directors KPI's are Line Managers KPI's which are the supervisor's KPI's and so it cascades down to section leaders and team members so the system is in place”^{(1)(see 2.7 also)}

These KPI's are based on producing the railway components **S**afely, with correct **Q**uality, at the right **C**ost and **D**elivery (**SQCD**) and it is the performance criteria used to measure individuals performance (Appendix B). The objectives are clear and explained by the respective leaders to their direct subordinates in exchange to measure performance of followers. Therefore, this indicates a TR-CR approach that motivates followers behaviour towards these goals at all times as Mclesky (2014) confirmed that the TR leader is

concentrated on clear organisational objectives such as increased quality, reduced costs and improved productivity.

5.2.2 Increase productivity and efficiency – A strategy to meet demands and be competitive

The organisation was behind schedule towards the demands of the state-owned entities at the very onset of the project as explained by Lorraine (SM),

“ Probably from a transit perspective, the projects has run late and we've also had, you know issues that I think have cumulated into impacting the operational side of the business. ”^{2.25}

The assessment that the organisation was late was also agreed upon by Richard (MM),^{2.29} Elias (MM)^{2.30} and Alfred (MM).^{2.7}

The catch up strategy was based upon operational techniques of increasing productivity and efficiency of manufacturing as explained by Alfred (MM)^{2.5}, Jason (SM)^{2.19, 2.20} and Fabien (SM).^{2.4} The need to deliver, be productive and efficient is a TR characteristic as argued by seminal theorist Bass et al. (2003). McClesky (2014) further argued that the TR approach will result in increased production, observing through this lens it is deduced that leadership took a TR approach to catch up.

Lorraine (SM) and the majority of senior management (SM)^{2.52;2.42} have indicated that their main objective was to acquire more business. Lorraine further stated that the main customer is the government of SA and government have taken crucial initiatives indicating economic expansion. Therefore, there is a need as an organisation to take the opportunity and present themselves reliable and capable for new business. The strategy to be competitive is by delivering on SQCD deliverables by improving productivity which is a cost-efficient approach and is aligned to Marques (2015) who stated that the TR approach is focused on improving productivity.

5.2.3 Compliance strategy towards a structured approach that improved productivity

Further evidence of TR behaviour is that the organisation works according to a clearly defined compliance strategy abiding to the parent company's methods. Deena (SM) explained,

“ The pathway has been already charted or it has been created and we are busy in the transformation or the integration I would say, more of the transformation of how Alstom used to conduct activities to move to the Alstom way of how it's expected to continue in the future.”^{2.36}

There are two reasons for a compliance strategy:

Fabien (SM) explained the necessity of compliance to procedures and governing protocols. When questioned as to why the subsidiary can't choose its own strategy and path, he replied,

“ You cannot put the carriages in front of the horse it's not possible, because otherwise you have no legitimacy in what you are doing.”^{2.3}

The need to comply to policies and systems and methods is not seen as a restriction but indeed seen as a positive by many respondents from senior management.^{2.24;2.31;2.32} This is due to the fact that SM believes that the multinational have patents, intellectual property, a proven track record and engineering capabilities that produces a valuable product eagerly acceptable to all markets around the world according to Lorraine (SM).^{2.47;2.28} Bass et al. (2003) explained that the TR engagement is the acceptance of compliance in exchange for rewards and resources, which include gaining power and material benefits (Kanungo, 2001).

The interpretation is therefore that the TR tendencies are strong in the organisation. In this case the organisation takes the role of the follower complying to the exchange process in return for economies of scales and intellectual property from the parent organisation.

The second reason to comply and work according to a structured approach was because the organisation was behind schedule and had to deliver quickly. The course of action was to follow a very structured approach which had positive outcomes as Glen (SM) said,

“We have to be very structured about it, so you have to be completely structured which is the reason why this particular project has been successful.”^{2.32}

Due to compliance to the multinational’s capable ways,^{2.34} TR leadership developed which according to Marques (2015) is primarily focused on performance and not vision. Thus, driving leaders to develop concrete strategies and structures, that pushed improved productivity. This interaction is explained in section 5.3.2.

The parent organisation sent transfer of technology (TOT) experts to assist the organisation to push the agenda of the structured approach by adding knowledge and skills to the BCs as well as to leaders. The use of TOT experts meant that the organisation would not have to acquire the skills and the ‘know how’ by themselves but was equipped in an accelerated space of time with technical solutions that would have otherwise taken years to acquire.^{2.74} These actions according to Burns (1978, as cited in McClesky, 2014) specified that the TR approach in the marketplace is a series of fast and simple transactions. Development of a structured approach allowed for productivity and efficiency to increase and further allowed the system to eventually flow much more easily.

5.2.4 Why leaders motivate by using transactional - contingent reward (TR-CR)

The main perception from lower management (LM) like Steven was that economics was the main motivating factor for BC workers towards business requirements. Steven (LM) candidly expressed the needs of followers, *“needs to get paid,”*^{2.12} and requires the *“tangible stuff,”*^{2.12} and also *“what they are earning will be the biggest motivator.”*^{2.13} Mahesh (LM) agrees with Glen’s (LM) assessment stating that the situation was that BCs are driven towards attaining bonuses.^{2.16}

The need to satisfy BC needs through CR behaviours is also agreed by senior management including Jason^{2.37} and middle managers like Veeresh who explained that the poor economic climate facing citizens has created a need for job security to feed their families.^{2.38} Perhaps the biggest reason to motivate using CRs behaviours is the ease at which it may be utilised by LM to get BCs motivated and focused on key elements of the

business. This is reiterated by Percy (LM) who supports the CR approach as the structure clarified and made it easier for him to motivate BCs to exactly what was required of them.^{2.39} The interaction is aligned to Bass et al. (2003), who explained that the TR leader brings clarification of objectives and removes ambiguity in tasks to motivate followers.

5.3 Senior management (leaders) to middle management (followers)

5.3.1 IM used to augment TR requirements for improved productivity

The following was an observation made at the organisation.

At the beginning of the year (24/01/2023), the CEO invited senior and middle management for a briefing session. He explained that the vision of the organisation was to compete globally, this inspired many followers to desire international status. The CEO further explained that in order to achieve that, the organisation needed to be faster and also begin to adopt to IRIS requirements.

Later that afternoon the weekly TR KPI review was held with the operations director motivating for improved productivity and efficiency scores. Here the CEO augmented or built upon existing TR requirements, he added to existing motivation levels by utilising IM to raise awareness to the vision of the business. This led to the motivation of followers being increased from improving productivity numbers to aspirations of international exposure. Two leaders; one displaying TL and the other TR behaviours, increased motivation of MM to the desired performance levels.

5.3.2 (IS+IC) used to augment TR requirements, creativity motivated to enforce structure

Leaders autocratically demand followers to comply to organisational objectives.^{2.60} The motivation for followers in this exchange interaction is mainly job security. Middle managers when questioned did not believe that they would be promoted.^{2.91;2.92} To justify their opinion, over the last four years there have been no promotion from middle to senior management as noted from the respondents.

Secondly, there has been a single demotion to LM level, and managers that performed poorly were rotated to less critical production lines. Therefore, the environment has not been created to motivate using TL attributes for middle managers to desire transcended states like recognition or promotion.

However there are other TL attributes used to motivate middle management (MM). According to Glen (SM) challenging followers on creativity is still occurring even in an environment of structure and compliance.^{2.64} TL behaviours are displayed by SM as they come onto the shop floor to coach and mentor followers. According to Deena (SM), this is done to tackle and solve all problems that affect the structure being implemented successfully to allow TR objectives to be achieved.^{2.62}

Bass et al. (2003) suggested that when it comes to negative feedback from the TR leader, there aren't any positive outcomes to motivate the follower from raising his performance. Bearing this in mind, the researcher noted that leaders in the organisation found other ways to increase motivation to solve problems by intellectually stimulating followers. Sarros and Santos (2001) explained that TL leaders challenge their followers by using IS to have the subordinates to look at tasks and problems from various angles and new perspectives, often encouraging creativity.

Deena (SM) explained that for this process to occur, followers must develop an efficient risk mitigation plan before any creativity can be attempted.^{2.63} Deena explained the risk mitigation concept as the leader analyses TR results of the follower, and then coaches and mentors the followers looking at the 'playbook' to improve the followers decision making in the future to meet TR SQCD requirements.

Deena (SM) further explained that the borders of creativity are the TR requirements. The follower is allowed creativity as long as TR requirements are achieved. For this to occur, the leader uses IS to challenge creativity and goes through the playbook to determine if the follower is efficient in the 'How'^{2.60} aspect of leadership.

The risk mitigation process cannot be done exclusively, but the follower must be inclusive and bring all support functions together to effect adequate risk management. The more

inclusive the follower is and the better the risk management will be, then the leader will coach and mentor followers to be more effective on how to be more inclusive and how to bring the team together to create the best risk mitigation plan.

In the conventional cases and according to seminal work done on the augmenting properties of TL behaviours on TR behaviours, normally TR leadership motivation provides the minimum requirement, and thereafter when TL behaviours are used this adds to the TR motivation of followers (Waldman et al., 1990). The difference in the above interaction in the railway industry where the organisations are still reporting to the parent organisation, is that compliance is non-negotiable, and creativity has its boundaries and will only be tolerated if agreed TR outcomes are met.

It may also be argued that the initial TR motivation of leaders do not allow for minimum SQCD results to be achieved and in this case the TL behaviours builds upon TR leadership behaviours to achieve only the minimum requirements. Irrespectively, TL leadership always adds to the TR behaviours initially utilised on followers to bring motivation.

5.3.3 SST – Creativity within domain

There are instances when creativity of followers are not always allowed, especially when it may have an effect on a larger scale like in Aphiwe's (MM) case.^{2.66} Aphiwe was deterred, frustrated and felt that he was being ostracised and marginalised by his leader when his idea was not considered which if implemented, would not only affect his department but the entire site.

This result is asserted by Hunt (1991, as cited in Bruch & Walter, 2007) who explained that a leader lower down the hierarchical ladder may rarely be involved in high impact decisions and in this case Aphiwe's creative implementation would have impacted the entire organisation. A leader at MM may have discretion when it comes to autonomy, provided that it affects his domain alone. However, if the sphere of activity exceeds his domain, then he loses power and legitimacy to make autonomous decisions especially if it comes to creativity. Creativity and innovation is therefore more widely seen at senior levels.

5.4 Middle managers leadership behaviours used to motivate LM

Denny (SM) stated that a good leader has good background knowledge of the process and the structure that needs to be implemented,^{2.77} however when he entered into the organisation he explained, “*there wasn't good data available.*”^{2.79} This resulted in many assumptions made by leaders. As mentioned, the business is driving a predetermined way of working, trying to enforce the parent company’s structure that will allow for ease of working and objectives being achieved.

Denny said, “*The organisation was looking at the best of both worlds....involved in the process of integrating those two.*”^{2.78} The integration meant that the TR leaders were enforcing the structure of the parent company by clarifying what was required. According to Yammarino et al. (2003) the clarification builds confidence in followers to exert the necessary effort to achieve the targets.

The researcher noted two steps in motivating a structured approach, this is an explanation of the first step, being the introduction of the structured way to the BCs. The structured approach clarified to followers what was expected of them, and this clarity increased confidence and they were motivated to perform.

The interaction between senior and middle management as explained earlier is a TL one with SM using IS to motivate MM to enforce structures, that would guide them to overcome issues and problems to enforce the structure.^{2.64} Middle managers in turn display TR behaviours to LM by specifying and clarifying objectives for them to accomplish. This in turn is cascaded to the shop floor by LM on BCs.

The issue began at the senior to middle manager level. Coaching and mentoring is done by SM using TR data or outputs to challenge and motivate middle managers. This means that MM in turn responds to problems at a delayed rate and causes changes to LM after the problem has aroused. This interaction of solving issues to clarified objectives after the problem has aroused according to Bass et al. (2003) is management by exception (MBE) and is in the passive form of the TR leader. This is the least effective way for TR leaders

to motivate followers. This is the main reason why TR leaders are not effective when passive forms of MBE behaviours are used.

However, according to Glen (SM) during the coaching and mentoring sessions, maturity improved and both senior and middle managers would see issues arising at an earlier stage. This resulted in coaching done based on input issues and the middle managers were able to closely monitor more deviations and mistakes and bring corrective action as quickly as possible.^{2.79} According to Waldman et al. (2001), this is a true reflection of TR leadership. The author further stated that once the structures and strategies are in place, then daily management processes will be much easier and a relaxation of motivating using IC and IS will occur between senior and middle managers.

When maturity was acquired, the form of leadership is still TR but in its active form called MBE – active (Bass et al., 2003). Therefore, the researcher deduced that at the earlier stages MBE-passive was observed between middle and lower managers. But, after continuous TL action from senior to middle managers using IS, the MBE-passive evolved to MBE-active from middle to lower managers. Departments that are still not fully matured in developing the required structures have not fully identified earlier input data that causes the line to stop and are displaying more MBE in the passive form.

5.5 LM leadership behaviours used to motivate BCs

MBE – passive and MBE - active leadership as explained, is related to SM coaching and mentoring MM, which then results in the type of MBE leadership observed between LM to BCs. However, this is not the only aspect that determines the form of TR relationship displayed between LM and BCs. Sello (LM)^{2.85} explained that the BCs were trained only on hard skills and not enough training was done on understanding the structure of the parent company. This means that the TR leader whose focus is on the implementation of structure, has to deal with BCs that do not know the structure which he now has to teach while production is running.

Here we note that MBE-passive is realised as the leader is constrained by a workforce that is ignorant to the structure that he is implementing. Another issue that Sello (LM) and Alfred (MM) noted was policies that they feel should be trained by the HR department as they do not have the time in a fast-paced environment to also train and implement policies. This also is collaborated by Walter and Bruch (2007) who explained that lower down the hierarchical level, LM do not have the time span to focus on such issues. This has a direct effect on the pace of structure implementation done by LM and resulted in more MBE-passive leadership displayed by leaders at the beginning of the project.

5.6 Indirect leadership

5.6.1 SM augments TR behaviours, removes self-entitlement of BCs.

BCs in the railway industry especially at the beginning of the project had negative feelings, were frustrated and self-entitled. This is because the railway industry is fluctuating in terms of work provided to its employees, synonymous of mono-project based organisations.^{2.42;2.40;2.41} Jason (SM) further clarifies,

“There is frustration, people want more, there's a perception that companies must pay them as much as they want.”, Jason continues, *“and they will keep demanding... what we and what you talk about is a sense of entitlement I see it, I saw it, OK I see less of it today.”*^{2.44}

Percy (LM) agrees when he said , *“there is a big sense of entitlement on the floor.”*^{2.45}

Waldman et al. (2009) states that the job roles and responsibilities are clarified, and followers self-interests are dealt with by the CR behaviour of the TR leader that allows followers to give minimum effort required. Contextualised by what Jason (SM) said above, the initial TR agreement caused BCs to exert effort but way below the minimum required due to self-entitlement. Followers were present at work with the least amount of effort used, the bare minimum that will not get them fired. The initial TR interaction is not broken, it just produced much lower motivation than initially anticipated.

Percy expressed his frustrations to motivate BCs towards change,

“it’s really like hitting a brick wall if I may put it that way, because it requires a lot of effort and time to eventually convince people that actually we are we are doing a positive change.”^{2.46}

There are longer meetings that are filled with endless debates, and eventually some BCs were sent to HR for disciplinary action, however there was no further motivation that occurred with only the TR approach. Contradictory from theory is that the minimum effort of the TR approach is not good enough for minimum acceptable performance, and the researcher noticed that it was dealt with by disciplinary proceedings in the organisation.

Burns (1978, as cited in McClesky, 2014) argued against the TR interaction with followers as a short-term result, and perhaps this short term relationship is not sufficient for TR leaders to make any meaningful inroads to motivate followers due to long terms frustrations. Kanungo (2001) explained that the TR interaction is based on a mutual interaction of doing good to each other. There is a refusal to reciprocate effectively enough from the followers to the TR leader’s motivation. To restore the TR approach, SM had to break the negative perceptions that employees felt towards the business. Jason (SM) said,

“ I gave them the analogy of the goose that lays the golden egg and I said to them that you have to be careful not to squeeze the goose too hard cause when the goose dies you get no eggs, so I think more engagement with our people more communication more maturity at each layer of the organisation is going to help bridge that gap.”^{2.48}

Bass (1985) speaks of the charismatic aspect of TL leadership as the most important which arouses enthusiasm, faith, loyalty, pride, and trust in their leaders. Jason further stated how he removed the negative feelings of followers,

“...we also have to spend a lot of time communicating and working with the people to get them to understand a balance perspective.”^{2.49}

In Jason's (SM) communication and articulation, he raised the consciousness of the worker to the business and the importance of the business in their lives utilising IM (Sarros & Santona, 2001). Jason removed the perception of pay biases as he explained to them that the reward is an incentive and that they were being paid according to, and in some cases better than the industrial rate. In utilising IM Jason showed the followers that the business is instrumental to their livelihood and in essence encouraged them towards the vision of the organisation (Sarros & Santona, 2001).

IM was used by SM to motivate further the initial motivation that was caused by LM displaying TR leadership behaviours to BCs. TL behaviours therefore augmented the TR behaviours.

5.6.2 SM augments TR behaviours, removes mistrust and negative feelings on BCs

Trust issues also arouse due to the project-based nature of the industry that resulted in many retrenchments over the years^{2.40} and this caused employees to question job security at the organisation. Jason had to use TL behaviours to gain trust and confidence of employees. Unlike in the self-entitlement issue, the organisation had to do more than just communicate, they had to build certain structures that showed employees that the organisation was here to stay, which were:

- acquisitions of other companies, evidence of expansion.
- Recruitment of many young black African women, shows compliance to SA regulations and compliance indicating that the multinational wants to stay within SA.^{2.57}

Fabien (SM) said, “ *I don't know place where we went and we didn't stay, OK yeah, so we are not a company that is going for a one night stand.* ”^{2.56}

Fabien had to eradicate fears that the multinational company based in France was not going to abandon its employees at all levels. He did this with his dynamic personality, while a crude statement, according to Sarros and Santos (2001), the charismatic leader

uses articulation skills and a dynamic personality to win over the emotions of the followers. Here the TL augmented the TR behaviours, by removing trust issues so the followers were motivated to perform to the desired objectives.

5.6.3 Uses charismatic aspects, becomes a symbol of values. Affects all management levels.

The following is an explanation of how senior management used II and IM, both TL attributes to inspire employees from all levels of the organisation to work according to the example that he set.

Jason (SM) displayed II as he stood upon his ideals and values and did not relent to stand down on his principles and beliefs, inspiring people by his values and provided meaning for work done (Sarros & Santona, 2001). His actions allowed followers to look at him as a symbol and then the workers followed in action according to the principles that he stood upon. Jason explained that he metaphorically had to go around with baseball bats and force compliance to EHS standards.^{2.82}

This was at the beginning of the project and TR leaders were trying to enforce compliance to EHS standards that everyone took lightly. Employees at all levels were not complying and Jason went on the floor and demanded compliance. He showed and articulated the importance of EHS compliance, and he showed emotion and articulation. His presence as senior management on the shop floor made a lasting impression on the followers on the severity of compliance.

All employees were inspired by his values and his relentlessness to waiver for what he believed in. Avolio and Gardner (1998) assert that charismatic leadership perform or lead in a manner that control or manages followers impressions of them, their vision and their organisation. In this instance the TL leader utilised II to allow for people to be more motivated in the TR requirements of EHS compliance, again the TL augmenting the TR.

Middle managers also displayed II (charismatic) leadership behaviours, and this was explained by Richard (MM) as he refused to run production and even dawned overalls

and painted floors himself when his employees refused to comply to EHS standards (full story 2.83 – inspirational).

5.7 Using Vision for motivation

Evidence of commitment from followers towards the organisations vision is a clear sign that the follower was affected by TL leadership behaviours (Waldman et al., 1990). This section looks at the various employees and their grasp on the organisation’s long-term goals.

5.7.1 Middle managers

When middle managers were questioned on having the vision of the company, they believed that if the shop did not produce then it was their fault. There was a statement that middle managers are not at the right level of competency that was going around the organisation which the researcher dared ask. Expecting a defensive answer, the researcher was surprised to hear the views of Elias (MM) who answered, “ *we're not doing justice to the organisation.* ”^{2.6} Elias went further on to say that if they blamed others, that would deprive themselves of growing. Middle managers believed that the departments they ran were fully their responsibility irrespective of external issues that prevented performance. This indicated that the middle managers were motivated towards the vision of the organisation.

5.7.2 LM

LM are aware of the vision but the main motivation from MM to LM is on compliance to TR objectives and pushing the multinationals structure. According to Zagorsek et al. (2009, as cited in Marques, 2015) TL interaction does not lead to commitment or longitudinal relationships, which is what is required for someone to be motivated to the vision. Therefore, it is deduced that LM are not motivated by the vision of the organisation completely.

5.7.3 Blue Collars

The researcher asked management if they tried to motivate BCs by articulating the vision of the organisation. Aphiwe (MM) said that there is no transparency in the vision.^{2.69} Sarros and Santora (2001) states that followers that have been motivated towards the vision, have an awareness of the business, so clearly the absence of awareness to the vision would negate BCs to strive for it.

Alfred (MM) alluded to two reasons as to why the vision was not embraced, the first is due to a cultural change, due to the site having moved from one organization to another with many of the employees remaining from the previous organisation having the old mindset and ways of working.^{2.70}

Alfred (MM) explained that there are sessions held to articulate the vision to the BCs, however the focus and emphasis is on delivery of products, so these sessions are few and far between each other.^{2.5} Dai et al. (2011) stands in their defence using SST that lower management is more technically orientated and that conceptual and interpersonal skills are used by managers at higher levels of the organisation.

5.8 Power struggle lower management

Jason (SM) said, “ *...we also realized that some of the questions they(BCs) were asking us are some things that they should already know. OK now, why don't they know it? we're passing the message through the system down to the layers including our managers and supervisors but the message is not getting to the most important people to their team members.* ”^{2.73}

Jason's belief is that information is not communicated by the various managers to the BCs and he stated that there will be training for LM especially on the softer skills of leadership. Jason believed that communication is what makes or breaks an organisation and if people do not know the intended direction of the organisation, they will probably think that there are ulterior motives.

However, the answer of training leaders to communicate more effectively may not be so simple, as was mentioned by Percy (LM) earlier that it's like they were hitting a brick wall when engaging with BCs, especially when it comes to change management. LM have indicated the inability to be creative when delivery is the main focus. This leaves LM feeling powerless as Charles (LM) explained that information will get to the BCs, but will not go through him, but via other means, which means that LM required middle management to motivate any changes that occur in the organisation. It seems then that LM in accordance to the work done by Bruch and Walter (2007) on the hierarchical context expresses that LM will not engage in IS, IM and even II as there is no time, nor freedom or autonomy allowed based on the organisational output directive.

5.9 Current Gap that must be filled

Jason's (SM) statement seems to be going against the grain of the direction that the organisation took from the onset of the project. Initially a directive based on productivity and efficiency, that was allowed to occur as TR leaders motivated a structured approach for LM and BCs to perform towards. The introduction of TOT experts further showed that the organisation cared about fast quick interactions and had no time to develop BCs to a transcended developed state but needed fast results.

Where gaps was present experts will come in and fill the void. Whenever change occurred there was huge resistance and middle and senior managers would use TL behaviours to augment the TR approach of lower management and motivating BCs towards the TR goals.

But, Jason may be correct, TOT experts from all over the globe are no more at the company, and the multinational expects the company to grow not being dependent on it as initially, as Fabien (SM) did indicate that the organisation cannot repeat the same cycle and must mature.^{2.87} Jason's TL motivation for leaders to think international indicates the direction the company is taking which will mean much more change management and more leaders will need TL behaviours to motivate BCs. Indeed, it is already occurring, that those that were trained, will now need to become trainers and this will need more TL

motivation to the vision of the organisation to motivate resistant employees to be motivated towards.

The TR leader will still exist, but she will need someone to support her and the structure she is driving, this structure will evolve but still exist to remain competitive. New insights and new knowledge are required. But similar to the initial strategy of productivity, if it continues, then they will be no time for development and exploration from BCs, and the organisation will require support other than the support of TOT experts to supply this knowledge.

Here lies the gap and this must be filled by the current engineering team, a team that has not been very popular among, lower and middle management alike believing that they are not at the standard that the TOT was, and too many questions are being asked without solutions.^{2.89; 2.90} Many are calling the engineering team young and inexperienced and do not have solutions to allow the organisation to run productively.

The researcher noticed by observation that the engineering team is focused more on industrialisation and not dealing with process to assist TR leaders to solve problems earlier. There is then a fear of TR leaders once again using MBE in its passive form if the engineering team does not build its capabilities to assist TR leaders in their quest to run the structured approach efficiently.

5.10 The not-so-distant future – additional theory

The globalisation intent of the organisation and the increased demand of railway solutions by the state-owned entities will mean that the organisation will face the challenge to meet worldwide demands for railway solutions. According to Stock and Seliger (2016), it is by the development towards the fourth stage of industrialisation coined Industry 4.0 that will allow for sustainability of organisations.

Stock and Seliger (2016) suggests that this will lead organisations to build smart factories housing smart products and smart services embedded in the internet of things or driven by digitised systems. Ozkan-Ozen and Kazancoglu (2021) indicates that it will be a

transformation to digitisation with new standards and decentralisation of production, where there are strong interactions with systems, workers and machines.

If indeed this must occur then the organisation will face the same challenges that it faced initially, it will need to employ the new structure, understand the framework by its leaders and implement standing alongside experts of Industry 4.0 to meet the increased demand. It seems similar to the TL and TR behaviour utilised currently, however much more research must be done to understand if indeed the railway industry in SA can take this route with the type of leadership behaviour that has evolved in the organisation.

5.11 New leadership themes

Besides TL and TR, two other leadership themes aroused both of inclusive leaders and situational leaders.

5.12 Conclusion

The depth and breadth of the findings gives a clear indication of how organisational and hierarchical factors differ from an otherwise textbook answer. While TL behaviours are idealised and regarded as the ultimate that leaders must strive for, the findings give a somewhat peculiar impression for the TR leader in cases where, compliance and productivity are essential. TR leadership therefore sprung forth surprisingly as definitely a motivating style to build and enforce the structure and lay the platform that would otherwise leave the TL leader powerless. These findings show expressively the leadership behaviours used in their context and may be used by leaders and organisational practitioners to a leadership strategy that may be adopted in the same or other industries.

CHAPTER 6: CONCLUSIONS & RECCOMENDATIONS

6.1 Conclusion

The organisation is intrinsically transactional displaying CR behaviours at its core, a result proceeded from a decision made by SM to run a strategy of compliance and implement a well-structured plan of execution adopted from the parent company whose objective is productivity. This is aligned to Bass's (1985) argument that the TR leader is risk adverse pushing towards repetitive structures of productivity and efficiency.

Transformational leadership (TL) behaviours such as IS and IC are used by SM to motivate MM to implement and maintain compliance to a structured process, often inspiring creativity to deal with deviations and application issues of the proposed structure. Creativity is allowed as long as TR objectives are met, and creativity is allowed for MM provided that it's within the domain of the middle manager's department.

This is aligned to the SST as explained by Bruch and Walter (2007), that leaders higher up the hierarchical levels will have more time span to display TL leadership behaviours. However, leaders at lower levels are given less discretion and autonomy. The use of TOT experts sent by the parent company is indicative of a strategic plan to accelerate the information transfer process, reducing time for discovery and exploration of locals and allowing for the TR approach to be implemented and maintained.

Middle managers motivate LM using TR behaviours called MBE-passive or MBE-active. MBE-passive is seen at the earlier stages of the interaction. MBE-passive is also observed when the compliance structure that leaders motivate have not matured. MBE-active leadership behaviours are more likely seen once maturity of the structured process has been reached and normally seen at a later stage of the interaction between the middle and lower management.

The predominant form of leadership between LM and BCs are TR in the form of MBE - Passive and MBE-Active. The active and passive forms of the TR leadership behaviour displayed is similar to why MBE is displayed by middle to lower management. However, the activeness of the MBE leadership behaviour is also due to the lack of training on the proposed structure of the parent company to BCs before they enter the production line. Non-awareness of policies by BCs also requires LM to train BCs while in production on aspects of structure and polices resulting in more MBE-Passive during the initial stages of the project.

The fact that TR leadership is used mainly at lower levels of the organisation is supported by the SST and as expressed by literature works of Bruch and Walter (2007) that indeed time span and discretion are reduced at lower levels of the hierarchical chain. Therefore, lower-level managers are not afforded autonomy nor time to implement many TL behaviours which are developmental in nature and require more time (Bass,1985).

CR behaviours were seen to affect BCs who are motivated towards bonuses, LM are motivated more by promotion than bonuses, while middle management's main motivation is job security. Middle managers not being motivated by promotion or recognition is contrasting to Edwards and Gill's (2012) empirical results. Due to the reason that no middle manager was promoted to SM roles, therefore the environment created did not motivate middle managers to seek promotion and recognition which are TL attributes.

Building the structure effectively has seen an improvement in operations and increased the ease of working at the production line which is agreed upon in literature by Waldman et al. (2001, as cited in Marques, 2015). Therefore, allowing the organisation to be competitive. There is a void left with TOT experts leaving and the TR leader will be most affected, requiring the current engineering team to provide the necessary dynamic knowledge to allow for quick TR interactions to occur that define the organisations operational strategies.

The augmenting effect was mainly observed by SM, who used IM, IS and II to augment initial TR motivations behaviours of middle and lower managers to remove negativity, mistrust and self-entitlement among BCs. II was used to augment TR compliance requirements and IM was used to motivate middle management to improve productivity towards the next phase of the globalisation vision for the organisation. In augmenting cases while the follower is affected by both leadership types, it is rarely seen by the same leader. The use of both TR and TL leadership behaviours is acknowledged by Waldman et al. (1990, as cited in Lowe et al., 1996) who stated that TL and TR leadership can be used by leaders to motivate followers.

The existing body of knowledge about the way followers are motivated by TL and TR leaders are varied. What this research does is to give an operational understanding of how TL and TR leadership behaviours is seen in the railway industry. It is within this respect that the research has added to the body of work and may be used to see the contextual details of why and how TL and TR leaders motivate followers across the various management levels in the railway industry.

6.2 Implications of the study

6.2.1 Implications for leaders

Leaders must be aware that both TR and TL leadership behaviours must be used in the organisation to effect motivation from followers. Leaders must not be ignorant to the strategy of the organisation as this plays an integral role in which type of leadership behaviour is required. Leaders cannot remain with one type of leadership behaviour as this will not motivate followers. Leaders must be aware of the augmentation effects that leaders higher up the organisations have and if they cannot motivate change must use them to build on increasing their motivation to their direct followers. Leaders must use effectively their support functions to enforce TR goals and mature the enforcement of a structured process.

6.2.2 Implications for organisation

The organisation must realise that the effectiveness of TR leaders motivating BCs are dependent on leaders and BCs awareness of the structured process that is being implemented as well as governing policies in which they must comply to. Experts and engineering capabilities are essential resources that allow operations to run efficiently and must support TR leaders to implement and maintain the structured approach. The intention of the organisation is for globalisation and compliance to the state entities strategy of Industry 4.0 which will mean that new structures and governing policies will be introduced. This will require subject matter experts to aid integration of the new processes and the organisation will require both TR and TL leadership to effectively motivate followers.

6.2.3 Implications for Industry

State-owned entities like PRASA and Transnet have a strong demand for reliable and efficient railway solutions. Meeting this requirement necessitates productivity and adherence to timelines, thus requiring the presence of transactional (TR) leadership in organisations within the South African railway industry. However, to effectively implement such solutions, organisations must establish well-structured processes and possess the necessary capabilities to support TR leaders in driving productivity.

Additionally, the implementation of Industry 4.0 strategies requires expertise in Industry 4.0 capabilities to achieve desired levels of system development. It is crucial for organisations to recognise that motivating followers through change management and following a well-designed methodology are essential, which calls for the combined presence of both TR and transformational (TL) leaders for effectiveness.

6.3 Recommendations

6.3.1 Recommendations for leaders

- It is recommended that leaders must be aware of the strategy of the organisation before choosing a leadership style as this will affect motivation of followers.
- Leaders must be aware of the historical issues, cultural issues that affect BCs and supplement TR motivation with TL behaviours using IC, IM and II to motivate BCs to awareness of the vision of the organisation.
- Leaders must develop themselves on TL leadership attributes to motivate followers when resistance is shown.
- TR leaders must work efficiently with support teams and experts to implement and enforce structures in their respective organisations.
- Leaders must identify when they cannot motivate with TL attributes and use leaders at higher levels to augment their TR motivation efforts.
- Leaders must enforce and mature the structured approach to allow for ease of operations and eventually have time to develop TL attributes and utilise them.

6.3.2 Recommendations for the organisation

- The organisation must develop TL attributes on middle and lower management.
- BCs must be trained on the structure and governing protocols before entering the manufacturing line.
- The current engineering team must be developed to an acceptable standard to support the TR leaders of middle managers and lower management to implement and maintain a structured system.
- Hr must recruit expert capabilities for Industry 4.0 capabilities and even recruit more experts to deal with the dynamic nature of the production line.

6.3.3 Recommendations for the railway industry

- Organisations must build or recruit 4.0 Industry capabilities into their organisations to assist TR leaders to implement the proposed structure effectively and providing modern and reliable solutions to PRASA and Transnet.
- Local companies must take note the success that the organisation obtained by belonging to a multinational, and must partner with multinationals that have the acquired intellectual knowledge and build capabilities of the workforce in an accelerated fashion, to become and remain effective.

6.4 Suggestions for future work

- It is suggested that the investigation takes place in other railway organisations where there is no compliance to a multinational organisation to determine if the same leadership behaviours evolve.
- The work for motivation and performance was observed from the aspect of TR and TL leadership only, and more work can be done on studying the effect that other leadership behaviours contribute to the motivation of followers.
- Other aspects besides leadership should be tested to determine what motivates followers.
- These leadership behaviours should be tested throughout the supply chain of the railway network to determine if indeed the findings of the study is unique to the organisation or indeed there are other underlying factors contributing to the way leadership behaviours are utilised.
- With one of the conclusions that engineering will play a bigger part in the success of the subsidiary, more work needs to be done with how engineering will need to evolve to assist the organisation to remain competitive in the maintenance of current processes and development of new processes and structures.

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APPENDIX A: Interview

A1: Motivation Letter for participating

Figure A1: Motivation letter sent to respondents

Dear

I am currently a masters student in Business Administration at the of University of Witwatersrand. I am involved in a research project that looks at leadership behaviours across management levels and how and why it is displayed by leaders. The research will explore the perception of leaders on the leader-employee interaction throughout the railway manufacturing industry, that will allow for employee commitment and improved performance.

The reason that you have been chosen is because you are an employee and leader in the railway manufacturing industry in South Africa and therefore possess valuable insight and data to this leadership-employee phenomena.

You have been chosen to participate in a semi-structured interview that will look at your interaction and leadership behaviours that you have employed in the railway industry. We will explore both your leadership behaviour in your current managerial level and previous levels if time permits. The information that will be drawn from you will be invaluable for our search to understand and explore the leader-employee dynamic and identify ways in which leaders may best modify certain behaviours to better motivate employees, considering what has been done and what can be done based on organisational scenarios. This has the potential to affect the manufacturing industry from the type of leaders that are produced and will give further insight to organisational practitioners and leaders to the dynamics and contextual scenarios of the leader-employee phenomena.

I would also want to ensure you that this interview is completely private and confidential. I will not disclose who you are or the organisation that you belong to, but your thoughts, status and in-depth and valuable information will be used.

Thank you for considering to be part of this process, and the interview will last from 30 minutes to 45 minutes maximum. Please also note that I will conduct a follow up interview, where I would have analysed your participation and will feedback the findings for your comments and opinions. I hope that this will be a great exploration and discovery exercise that will benefit us both.

Kind regards

Theophilus Pillay


A2: Consent form

Figure A2 – Consent form example

Consent Form

Title of Project: **The leadership types appropriate to different levels of management in the South African railway industry**

Name of researcher: Theophilus Pillay

I, ....., agree to participate in this research project. The research has been explained to me and I understand what my participation will involve. I agree to the following:



(Please circle the relevant options below).

I agree that my participation will remain anonymous YES NO

I agree that the researcher may use anonymous quotes in his / her research report YES NO

I agree that the interview may be audio recorded YES NO

I agree that the information I provide may be used in an anonymized format after this project has ended, for academic purposes by other researchers, subject to their own ethics clearance being obtained. YES NO

..... (signature)
..... (name of participant)
14 October 2022..... (date)

.....(signature)
.....(name of person seeking consent)
..... (date)

A3: Research Instrument

Interview Questions

Q1: Please give an overview of your leadership career?

Q2: Where is the railway industry currently at in South Africa, and where do you see it going? –
Allows for context

Q3: Where is TMH currently, where is it headed in terms of vision and strategy, and how will TMH position itself to reach its goals, eventually what you think is the main goal of TMH executive team with regards to the organisation and its employees, is it compliance or building transformed employees?

Q4: What are the issues, constraints that TMH will need to overcome to meet objectives, explain some of the internal and external issues?

Q5: What are some of the positives be it internally or externally that you believe will help TMH to get to the desired location?

Q6: Do you believe that there is place for individual consideration, a one on one interaction with direct sub-ordinates as well as team members? Do you feel you can be caring, considerate and even coach and be attentive and give one on one interaction with individuals, considering the needs of the company and that which you are equipped with, and why yes or why not? Do you want your supervisors to be so considering KPI's, do you really need this attribute?

Q7: Can supervisors and their team members in your opinion be motivated to the vision of the company? What type of people and what kind of culture exists that prevents the employees or allows for employees to take on the vision of the company as their own? Explain the dynamics and historic conditions that allow or deny this?

Q8 There is a statement that leaders are not where they should be, for instance line managers are working like supervisors, supervisors like team leaders and so on, why do you feel that leaders are not at the expected performance levels, what is preventing them from performing to their best performance?

Q9 Does the business allow you to challenge you supervisors and your supervisors their team members, in terms of looking at attacking problems differently than they did in the past, are you able to do this in the railway industry and is their time for people to learn and perceive differently?

Q11. Do you believe that there is place for risk taking in the business, and creativity of employees?

Q12 In your assessment of TMH from executive level, middle management and supervisor level, what type of leaders are present and why? Explain how they lead?

Q13. Does TMH need transformation from its leaders, to its employees to the organisation and what do you think is hindering this transformation or allowing it to happen?

Q14 To maintain control of TMH, tight control must be maintained. This is seen via TOT experts, and even the running of the industrial operations is kept close for TMH to maintain the standard, what does this add to the leadership behaviours across the management levels of TMH? Is their room for flexibility or creativity, and how does this tight control ripple down to the way leaders lead and the behaviours they choose?

A4: Example of coding and generation of themes

A 4.1 Coding: Example(not real, just an explanation)

Demanding excellent – Showed articulation, in a dynamic way, used symbols – Theme – Idealised influence – Which aspect? – Charismatic leader – effect – emotional connection to the leader.

According to standard, would not relent was firm – Showed values and principles that would not budge for – Theme- TL – Which dimension – Idealised influence – effect - Becomes a symbol for that principle, a reference point a face for certain values for employees to inspire to.

I was present on the shop floors – Made effort to speak to people, articulated to team, came to their level, left office, made time – Theme – TL – Which dimension – Individual consideration – effect – people feel respected, included in decision making, feel important

Intended part of the organisation – Made aware of vision to get them behind the directive – Theme TL – Dimension – Inspirational motivation -effect- leader makes aware the vision of organisation, to add purpose to their actions,

A4.2 Initial coding(real example)

Figure A3: Initial Coding

The image shows a screenshot of a text document on the left and a list of six coded responses on the right. The text document contains two paragraphs of text with various words and phrases highlighted in different colors (red, blue, green, yellow) and underlined. The first paragraph describes the author's background in manufacturing and their family life. The second paragraph describes their career progression from a blue collar worker to a process engineer and then to a production role, highlighting key learning experiences and challenges.

The list of responses on the right, all by Pillay Theophilus, includes the following codes:

- TR approach - monetary initial
- TL - higher order Transcended
- Impacted by TL - Idealised influence
- TL - challenge to think in a new way IC
- TL leaders - IS
- TR - Passive MBE
- TL - Developing desire improvement

A5: Further analysis using coding and developing themes(real example)

Figure A4: Developing themes further – analysis

Initially - not clear on what it means to be a supervisor
 resp-ability & what is expected - that was baking
 In terms of exploring to me

The difference 10 years back compared to today is
 big. Some role different expectations for a role 10 years
 back different leader aware, different leaders

Now time, targets, fur file - reporting back is essential
 in I way I work. - Previously laissez faire
 type of leadership or managed by expected even pass

Now feedback is essential, escalation occurs early.

There is more accountability & more responsibility
 ∴ TR is demanding this reciprocal aspect of a
 leader - employee interaction.

IC development
 TR influenced development not TL influence
 NEED IC ↓
 TL lead

** I have stayed so long in this position, I have not
 stayed so long in this progression within this leadership role
 role for me is very slow. I do not know why I have not
 Do I need development? Some upgrading, he ought to
 has told me - So I need to Supervisor to say -
 I am at 1 or 2 level.

So what does this say about 1 TL level?
 The person does not say I developed as 1, BC
 & still a not promoted. He says I do not know
 where to upgrade, develop & find myself still
 not promoted or recognized.

TL did not clarify objectives
 Delivered H
 to be a supervisor

Pass LF leadership

TR - MBE - Active TR

TR - MBE - Active

IC development OK

TR influenced development not TL influence

NEED IC ↓

TL lead

So what does this say about 1 TL level?

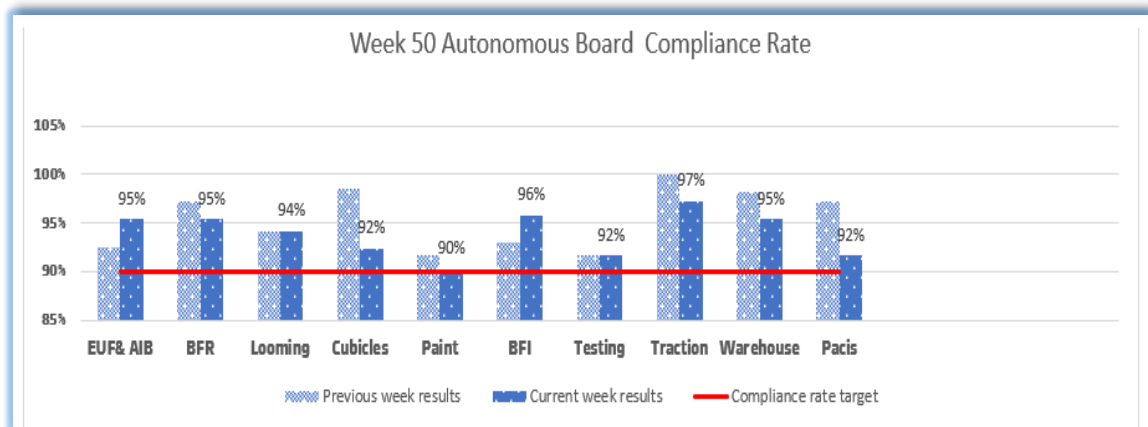
as to what to do - not clear

APPENDIX B: KPI Data

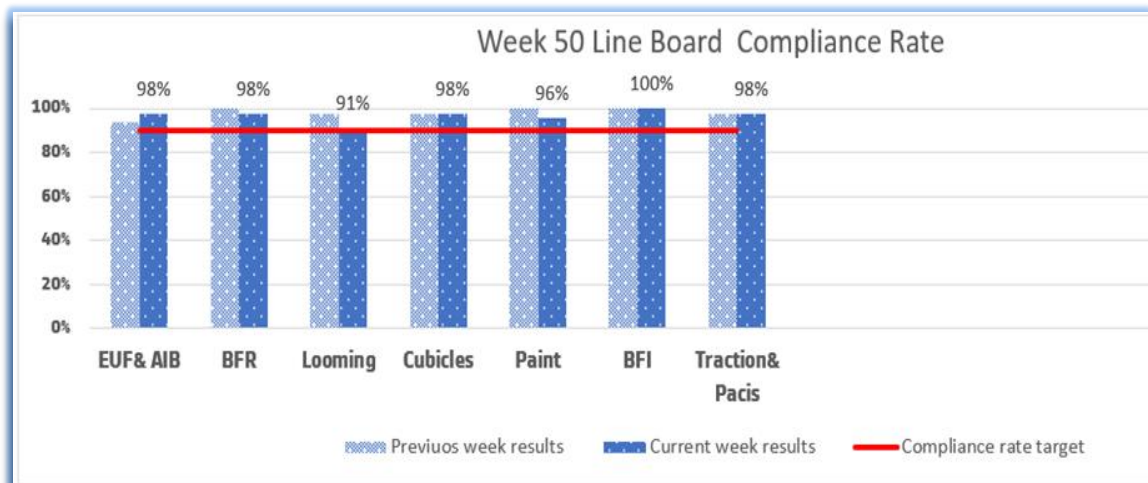
B1: Compliance to autonomous boards and shop floor line boards

Production team must comply to SQCD indices, and they are scored accordingly

Frequency Weekly

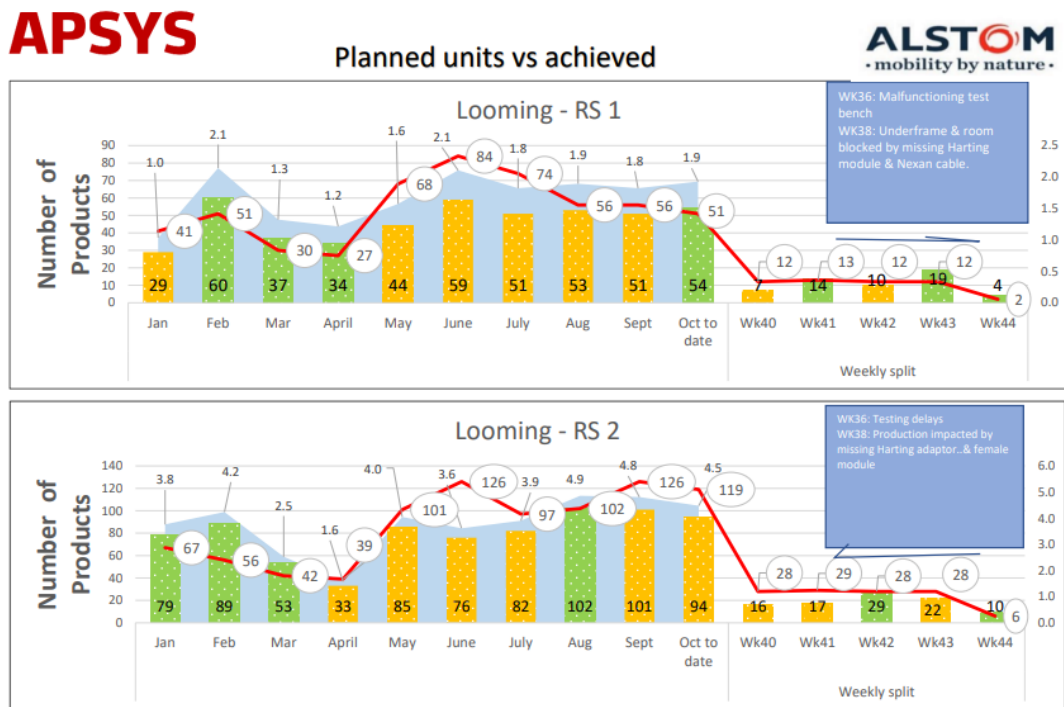


Graph B1: Measurement to supervisors and blue collars on complying to SQCD indices. Results seen weekly on each shop in the organisation previous week and current week results.



Graph B2: Measurement to middle management and supervisor on complying to SQCD indices. Results seen weekly on each shop in the organisation previous week and current week results.

B2: Extract of measurement of monthly delivery results on a weekly basis for 2022



Graph B3: Shows deliverables of one particular shop produced on a weekly basis. This is one shop's example.

Figure B1: Autonomous Boards measuring SQCD ideals on the production line



Appendix C: Consistency Matrix

Problem or scope of project stated here – Consistency Matrix KEY – BP (Better performance); Hierarchical levels (HL)					
Sub-problem	Literature Review	Hypotheses or propositions or questions	Source of data	Type of data	Analysis
1 – Who/what will get the manufacturing industry to competitive and superior advantage?	Research Based View	Are employees the greatest asset in the company that will allow for the competitive advantage?	Interview – All leaders will collaborate on this	Qualitative – Interview	Thematic analysis
2 - What allows people to become effective?	<ul style="list-style-type: none"> • Commitment • Engagement • Motivation • Path goal theory 	<p>Does SE lead to better performance</p> <p>Will commitment allow for BP?</p> <p>Will engagement allow for BP?</p> <p>Will motivated employees lead to BP?</p> <p>Can goals lead to BP?</p>	Interviews – As our interviews in on leaders, these points on commitment, motivated, engagement, how one sets goals, will be looked for.	Qualitative – Interview	Thematic analysis
3 - What are the mediating factors for employees to experience 2 above?	Mediating factors that will allow for SE, commitment, engagement, motivation and goal choice	Will leadership allow for employees to be motivated, engaged, committed, and choose higher goals and go forth to attain them to produce effective performance	Interviews	Qualitative – Interview	Thematic analysis
4 – What types of leadership skills are required and how does it interact with subordinates?	<ul style="list-style-type: none"> • TL – Bass (1985) • TR – House (1996) 	<p>Will TR affect point 2 for BP of employees?</p> <p>Will TR affect point 2 for BP of employees?</p>	Interviews	Qualitative – Interview	Thematic analysis

Problem or scope of project stated here – Consistency Matrix KEY – BP (Better performance); Hierarchical levels (HL)					
Sub-problem	Literature Review	Hypotheses or propositions or questions	Source of data	Type of data	Analysis
5 – How and why does the leadership style work with each other at the various levels of the organisation for BP considering organisational variables	<ul style="list-style-type: none"> • TL – Bass (1985) • TR – House (1996) Augmentation theories from other authors, practitioner examples: UK study of theory Ghana – emerging study SEM study	Is TL effective at all HL levels? ‘ Is TR effective only at lower levels of the organisation? Why and how does TL affect employee motivation, commitment & engagement? Why and how does TL augment TR? What antecedents allow for TL & TR?	Interviews	Qualitative – Interview	Thematic analysis