

**THE BEHAVIOURAL AND PERSONALITY CORRELATES OF
TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP**

by

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DISSERTATION

**Submitted in partial fulfillment
of the requirements of the degree of**

DOCTOR IN COMMERCE

in

LEADERSHIP AND PERFORMANCE AND CHANGE

in the

FACULTY FOR HUMAN RESOURCES

at the

RAND AFRIKAANS UNIVERSITY

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OCTOBER 2002

ACKNOWLEDGEMENTS

Interdependence is a higher value than independence. This work is a synergistic product of many minds. I am grateful for the inspiration and wisdom of many thinkers and for the trans-generational sources and roots of this wisdom. I feel a deep sense of gratitude to the following persons who provided the guidance, advice and support during this very demanding period.

My promotor, Dr. Jannie Zaaiman for putting up with me and keeping me on the right track. Without his input, objective and constructive criticism, this research would not have been possible.

Prof. J.M. Schepers for providing me with the idea for this research topic in the first place. His expertise, suggestions and guidance were invaluable.

Dr. G.J. Huysamen and Mrs. S. Louw for their evaluations of the divergent thinking tests.

The Department of Statistics, at the Rand Afrikaans University for the statistical processing of the research results.

The universities that allowed me access to their students to conduct the research.

A special thank you to my children, husband and parents for their acceptance of a dysfunctional mother, wife and daughter. Most important to God, the Creator and Father to us all, that through His grace gave me the ability to complete this research.

ABSTRACT

The thesis argues that there is a statistically significant positive relationship between a leadership style and creativity. There is a higher statistically significant positive relation between Transformational Leadership style and creativity than between creativity and the other leadership styles. Creativity (fluency and originality of thought), can be accounted for by the Multifactor Leadership Questionnaire. To demonstrate this, the research in this study firstly uses the Multifactor Leadership Questionnaire to identify leadership style, and secondly three measuring instruments that measure creativity. The argument is substantiated by the results of a statistical analysis of leadership style and creativity.



A discussion of the areas that were researched, leadership style and associational/ideational fluency of thought and originality, as elements of creativity, provide the context in which the research should be viewed. A detailed discussion of the method, which was employed and the measuring instruments used to establish whether there is a statistical correlation between leadership style and creativity, precedes the experimental results. A critical discussion of the results obtained from the statistical analysis and the literature on leadership style and creativity provides a foundation for recommendations for organisations on how to use the results of this study.

The dissertation recommends that, in order to improve on research of leadership and creativity, the Multifactor Leadership Questionnaire (MLQ) could be considered as a starting point. It would also be worthwhile pursuing means of improving the Multifactor Leadership Questionnaire as creativity could be accounted for by the MLQ. This measuring instrument could be recommended as a test during the selection process. It is recommended that the manager of the person also completes the instrument and rates the person from his/her perspective when similar research is done in future.

Although scoring seems to be a difficulty characteristic of any measurement that involves divergent thinking, it would be of value to pursue means of further improving the Remote Associates Test (RAT) for future research purposes in the South African context. Objectivity in the scoring of divergent thinking tests seem to be difficult to achieve. In order to score fluency and originality of thought objectively, use can be made of experts, who have the knowledge and skills required, to provide such evaluations.

The findings in this research are valuable because of a lack of previous research on the relationship between creativity and leadership style.

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION TO THE PROBLEM AND ITS SETTING

1.1 INTRODUCTION TO THE RESEARCH	1
1.2 NATURE OF THE PROBLEM AND NEED FOR THE STUDY	4
1.2.1 Sub problems	5
1.2.2 Objectives of the research	5
1.3 REVIEW OF RELATED LITERATURE	6
1.4 HYPOTHESES	10
1.5 DEFINITION OF TERMS	11
1.6 ASSUMPTIONS	13
1.7 METHODOLOGICAL APPROACH AND COMPOSITION	13
OF THE STUDY	
1.7.1 Research design	13
1.7.2 Location of the data	14
1.7.3 Measuring instruments	14
1.7.4 Research procedure	15
1.7.5 Statistical analysis	16
1.7.6 Outline of chapters of the study	17
1.8 DELIMITATIONS	17

CHAPTER 2 LITERATURE OVERVIEW ON LEADERSHIP AND CREATIVITY

2.1 INTRODUCTION	19
2.2 LEADERSHIP	19
2.2.1 Trait theory of Leadership	20
2.2.2 Transactional leadership	21
2.2.3 Transformational leadership	24
2.2.4 Leadership development	28
2.3 CREATIVITY	29
2.3.1 Divergent thinking and ideational fluency of thought	31

2.3.2 Associational fluency of thought	32
2.3.3 Originality of thought	34
2.3.4 Creativity and Problem solving	34
2.3.5 Enhancing creativity	35
2.3.6 How to measure creativity	40
2.4 SUMMARY	41
2.5 CONCLUSION	44
 CHAPTER 3 RESEARCH METHODOLOGY	
3.1 INTRODUCTION	47
3.2 PURPOSE OF THE RESEARCH	47
3.3 THE RESEARCH PROCESS	48
3.4 THE RESEARCH DESIGN	50
3.5 MEASURING INSTRUMENTS	51
3.6 RESEARCH PROCEDURE	53
3.7 THE RATERS	54
3.8 STATISTICAL ANALYSIS	55
3.9 THE TARGET POPULATION AND STUDY OBJECTS	56
3.10 VALIDITY AND RELIABILITY	57
3.11 SUMMARY	58
 CHAPTER 4 RESEARCH FINDINGS AND INTERPRETATION	
4.1 INTRODUCTION	59
4.2 THE MLQ FACTOR ANALYSIS	59
4.3 FACTOR ANALYSIS OF CREATIVITY MEASURES	68
4.4 SUMMARY AND CONCLUSIONS	75



CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION	80
5.2 THE MULTIFACTOR LEADERSHIP QUESTIONNAIRE	80
5.3 THE CREATIVITY MEASURING INSTRUMENTS	81
5.4 CONCLUSION	83
REFERENCES	84

TABLES

Table 2.1 A Transformational model of Leadership	27
Table 4.1 Eigenvalues of unreduced intercorrelation matrix of the MLQ	60
Table 4.2 Rotated factor matrix of the MLQ (Direct Oblimin rotation)	61
Table 4.3 Items associated with the three factors of the MLQ	62
Table 4.4 Factor Correlation Matrix of the MLQ	64
Table 4.5 Item analysis of scale 1 of the MLQ	65
Table 4.6 Item analysis of scale 2 of the MLQ	66
Table 4.7 Item analysis of scale 3 of the MLQ	67
Table 4.8 Eigenvalues of unreduced intercorrelation matrix of the MLQ	68
Table 4.9 Factor matrix of the creativity measures	69
Table 4.10 Means and standard deviations in respect of the creativity measures	70
Table 4.11 Pearson's Product Moment Correlations of MLQ and measures of creativity	71
Table 4.12 Regression analysis of the independent variables on the dependent variables	73
Table 4.13 Analysis of the variance	74

FIGURES

Figure 2.1 Transactional leadership	23
Figure 2.2 Creative performance theory	30
Figure 3.1 The research process	49

APPENDICES

Appendix A Ideational Fluency / originality measuring instrument	90
Appendix B Remote Associates Test measuring instrument	91
Appendix C Ideational Fluency / originality measuring instrument	93

