

IMPACT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN THE FORENSIC SCIENCE LABORATORY OF THE SOUTH AFRICAN POLICE SERVICE IN AMANZIMTOTI

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Abstract

Leadership style is a strategy that an organisation can undertake to influence the performance of the employee positively, and alternatively the performance of the organisation. An organisation's ability to influence employee performance not only lies with the leadership style but also with support for employee performance, communication and organisational culture. This study assesses the impact of leadership style on employee performance in the Forensic Science Laboratory of the South African Police Service in Amanzimtoti.

Key Words: Leadership, Styles, Employee, Performance, Forensic Science, Laboratory, Police Service, Communication, Organizational Culture

Introduction

Forensic Science is the application of scientific methods in the investigation of crime and specifically the examination of physical exhibit material. The Forensic Science Laboratory (FSL) of the South African Police Service (SAPS) was formed on 15 January 1971 composed of three Units. In addition to the main laboratory in Pretoria, the laboratory in Kwa-Zulu Natal which consists of a Ballistic Unit was officially formed in 1996 (Anonymous, 2004:6).

The Ballistics Unit, comprised of 12 members of which, 3 were management. The FSL of the South African Police Service in Amanzimtoti to date has 6 sections, Ballistics, Chemistry, Support, Question Document, Biology, and Quality. In the past 18 years, the change in leadership style and organisational culture has had an effect on the performance of the organisation and its employees. The FSL management strength to date is, 25 managers with 190 employees.

Aim of the Research

The aim of the study is to investigate the effect/impact that a leadership style has on employee performance in the Forensic Science Laboratory of the South African Police Service.

Objectives of the Study

- To identify the different leadership styles within the Forensic Science Laboratory of the South African Police Service;
- To determine if a leadership style does affect the performance of an employee;

- To determine how the South African Police Service management culture impacts on the Forensic Science Laboratory environment management culture; and
- To make recommendations on how changing a leadership style to suite a particular working environment can improve employee performance.

LITERATURE REVIEW

Definition of Leadership

According to Hughes (2008:4), leadership is a complex phenomenon involving the leader, the followers, and the situation. In the book titled Management Principles (2007:208) leadership is described as the process of influencing employees to work willingly toward the achievement of organisational objectives. Leadership is related to motivation, interpersonal behaviour and the process of communication (Mullins, 2007:384).

Definition of Leadership Style

Leadership style is the recurring pattern of behaviours exhibited by a leader (Schermerhorn, Davidson, Poole, Simon, Woods and Chau, 2011:321). DuBrin (2006:348) defines leadership style as the typical pattern of behaviour that a leader uses to influence his or her employees to achieve organisational goals. Leadership style is the manner in which a leader provides direction, implements plans and motivates people, and their approach to each of the functions (Jooste, 2009:33).

Leadership Theories

Due to its complex and variable nature, there are many alternative ways of analyzing leadership (Mullins, 2007:367). While these fundamental theories can be applied in all settings, they are particularly important in the forensic laboratory setting for three reasons (Becker *et al.*, 2010:216). First, leadership theory provides a basis for understanding operational concepts and is important for all leaders to understand. Second, these fundamental theories are particularly influential in work settings that require a high degree of responsibility, monitoring, measurement, and control mechanisms, including policies, procedures, and systematically derived, professionally accepted practices. Military, public safety, hazardous, and highly regulated environments such as forensic laboratories are included in this domain. Third, many laboratory managers have limited exposure to leadership theory. Technology managers such as forensic scientists are often promoted into management because of specific technical skills and an aptitude for influencing others. Often these managers have not had an opportunity for formal or informal training in leadership theory (Becker *et al.*, 2010:216).

The Qualities or Traits Approach

The first approach, assumes that leaders are born and not made (Mullins, 2007:367). However, More and Miller (2015:147) identify the traits approach as qualities or characteristics a person possesses when functioning as an effective leader. Jones and George (2011:434) notice that although this model is called the “trait” model, some of the personal characteristics that it identifies are not personality traits per se but, rather, are concerned with a leader’s skill, abilities, knowledge, and expertise.

Research into leadership traits can be regarded as unsuccessful: in 70 years over three thousand trait studies have been conducted and no one has compiled a universal list of traits that all successful leaders possess (Smith, Cronje, Brevis and Vrba, 2011:317). Traits alone are not the key to understanding leader effectiveness (Jones and George, 2011:434). The lack of progress in this model has, however served as an incentive to researchers to study other variables concerned with leadership (Smith *et al.*, 2011:317).

Leadership Styles

Daft (2008:38) states that, one study that served as a precursor to the behaviour approach recognized autocratic and democratic leadership styles. The autocratic democratic model according to Botha, Cunningham, Musengi, Visser, Williams, Lotz, Booysen, Smith, Bosch and Banhegyi (2007:182), indicate that the leadership style should be adapted to the characteristics of the leader, the subordinate, and the nature of the situation. In the work situation, it has become increasingly clear that managers can no longer rely solely on their position in the hierarchical structure as a means of exercising the functions of leadership. In order to get the best results from subordinates, the manager must also have regard for the need to encourage high morale, a spirit of involvement and co-operation, and a willingness to work (Mullins, 2007:371).

The attention given to leadership style is based on the assumption that subordinates are more likely to work effectively for managers who adopt a certain style of leadership than they will for managers who adopt alternative styles (Mullins, 2007:371). Mullins (2007:371) classified broadly, the style of leadership towards subordinate staff and the focus of power within a simplified three-fold heading, the authoritarian (or autocratic) style, democratic style and a *laissez-faire* (genuine) style.

Autocratic Leader

Daft (2008:40) describes an autocratic leader as one who tends to centralize authority and derive power from position, control of rewards, and coercion. Autocratic leaders are considered task-oriented because they place heavy emphasis on getting tasks accomplished (DuBrin, 2006:349). The manager alone exercises decision-making and authority for determining policy, procedures for achieving goals, work tasks and relationships, control of rewards or punishments (Mullins, 2007:371). The autocratic leader is at the centre of attention and usually exercises power with little trust or confidence in the followers. As a result of this attitude, followers in the system fear and mistrust their leader (Jooste, 2009:64). Jooste (2009:64) also states that autocratic leadership is appropriate in a crisis; in difficult, complex situations; or in a situation where quick decisions must be made.

Democratic Leader

Daft (2008:40) describes a democratic leader as one who delegates authority to others, encourages participation, relies on subordinates' knowledge for completion of tasks, and depends on subordinate respect for influence. One key reason as indicated by (DuBrin, 2006:348) is that in this complex world, the leader does not have all the answers. Recent research suggests that team leaders and team members can share leadership. The leadership functions are shared with members of the group and the manager is more part of a team. The group members have a greater say in decision-making, determination of policy, implementation of systems and procedures (Mullins, 2007:371). Democratic leadership leads to increased productivity and job satisfaction (Jooste, 2009:64).

Laissez-faire (Permissive leadership) Style

According to Cole (2010:333), the *laissez-faire* leader is a leader who is uninvolved in the work of the unit. According to Mullins (2007:371), the manager consciously makes a decision to pass the focus power to members, to allow them freedom of action 'do as they think best', and not to interfere; but is readily available if help is needed. Permissive leadership is based on the premise that all followers are ambitious, creative, responsible and willing to accept the organisation's goals (Jooste, 2009:65). This is a low supportive style in which neither the task nor the work is advanced. Frustration among members is common, which, in turn, creates anxiety throughout the group. This style is very effective in groups who show high degree of cooperation, motivation, self-directedness

Fiedler argues that leadership effectiveness may be improved by changing the leadership situation (Mullins, 2007:376). In the SAPS, Forensic Science Laboratory, leadership approach to situations seldom changes to accommodate different organisational situations.

RESEARCH METHODOLOGY

Introduction

Kothari (2004:8) states that, research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. Research methods can be and are associated with different kinds of research design (Bryman and Bell, 2011:41). Research methodology considers and explains the logic behind research methods and techniques (Wellman, Kruger and Mitchell, 2005:2).

Limitations of the Study

The research was limited to the employees of the FSL of SAPS in Amanzimtoti and not to employees from other FSL of SAPS. Time was a limit to this study, in that it took the employer about two months to approve the topic. There is no allocated time from the employer or family to conduct the study. Library facility working hours were restricted. There were travelling expenses from residence to library facilities. There is limited availability of current literature on the management culture within the South African Police Service and management culture within Forensic Science laboratories.

Limited exposure to statistical software for interpreting data collected. There was a lack of understanding from some employees on the importance of their role as participants with all ethical considerations explained. Progress was delayed because there was dependence on others for information. The problems with the written questionnaire were the response rate, that there was no possibility of clarifying questions that could have been misunderstood and that it was impossible to determine how seriously the respondent took the survey (McBurney, 2007:244). Potential impact of the limitations mentioned above include the fact that:

- Due to the time factor with regards to the dead-line from the institution and no time allocated from the employer for conducting the research certain literature reference could not be accessed in order for it to be utilized in this research;
- There was few literature available on the culture of the SAPS and their Forensic Laboratories and on how the Public Service Act members fall in the structure of the SAPS, which resulted in minimal comparison between available literature; and
- And the lack of understanding from the employees on the importance of their role in the study could result in data that is not reliable.

DATA ANALYSIS, INTERPRETATION AND FINDINGS

Response rate

One hundred and twenty three (60%) out of two hundred and four (total population) respondents took part in the survey. The questionnaires were hand delivered to them.

Table 4.1: Questionnaire Response Rate

Details	Number of Questionnaires	Percentage represented
Questionnaires sent	123	100%
Returned	110	89%
Not Returned	13	11%

ANALYSIS OF DATA

Table 4.2 Reliability Statistics

Cronbach's Alpha	N of Items
.967	22

The research instrument consisted of 22 items. Reliability: Cronbach's Alpha is > 0.7 , therefore the findings reveal that the scale is very reliable, and there was no need for any question to be left out. ($\alpha = 0.967$, $n = 22$).

Table 4.3 Item Total Statistics

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q2.1	64.1495	339.977	.752	.965
Q2.2	64.2897	338.340	.797	.965
Q2.3	64.1869	337.304	.829	.964
Q2.4	64.1121	337.365	.820	.964
Q2.5	64.1215	336.730	.779	.965
Q2.6	64.3925	336.109	.832	.964
Q3.1	63.9626	342.206	.770	.965
Q3.2	64.6822	341.313	.773	.965
Q3.3	64.1028	342.697	.771	.965
Q3.4	63.4486	356.250	.515	.967
Q3.5	63.8131	348.550	.659	.966
Q3.6	64.1776	340.279	.771	.965
Q3.7	63.9813	341.207	.704	.966
Q4.1	64.0374	354.282	.558	.967
Q4.2	64.2056	339.372	.769	.965
Q4.3	64.2804	340.392	.797	.965
Q4.4	64.1776	344.487	.732	.965
Q5.1	63.8505	341.940	.711	.965
Q5.2	64.1869	343.097	.717	.965
Q5.3	63.8692	339.530	.754	.965
Q5.4	63.8037	342.706	.692	.966
Q5.5	63.7196	339.807	.765	.965

The findings are presented in four main sections, demographic information, and identification of leadership, performance, organisational culture and communication.

Section A: Demographics

Figure 4.1 Race

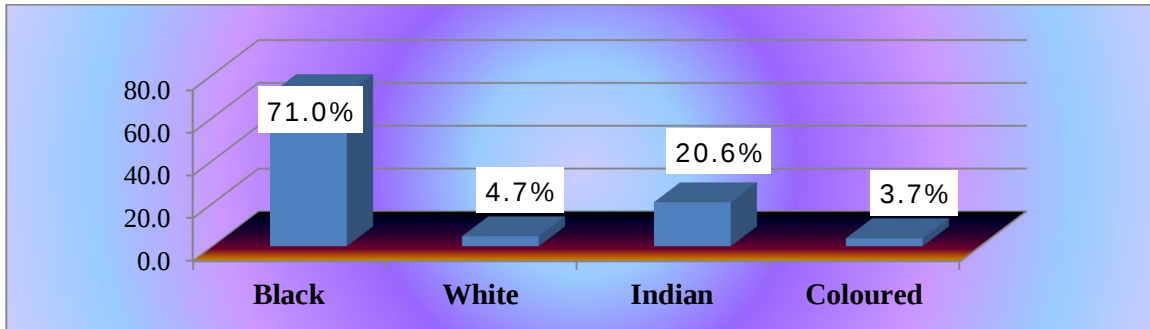
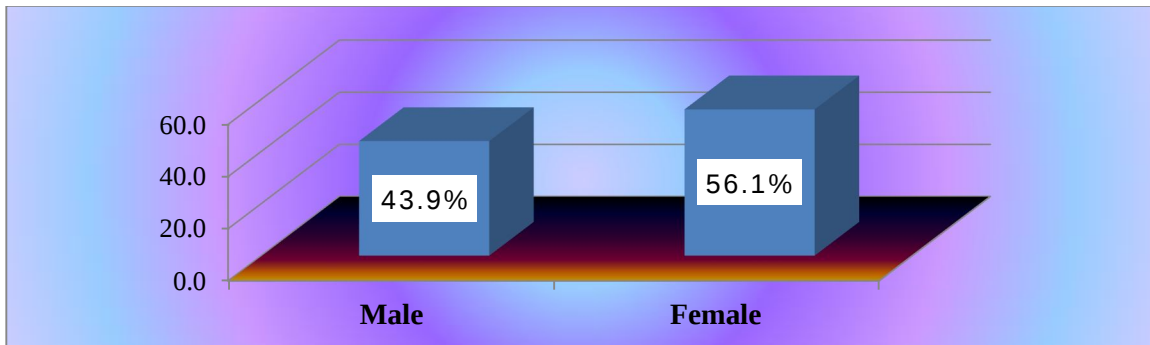


Figure 4.7 indicates that 71.0% of the employees are Black; 4.7% are White; 3.7% are Coloured; and 20.6% are Indian. Management should look into creating a better and fairer split between the various race groups, so as to leverage the benefits of diverse backgrounds and skill sets. According to Evans (2014:331) teamwork enables various parts of the organisation to work together in meeting customer needs that can seldom be fulfilled by employees limited to one specialty. The findings reveal that diversity is not achieved in the FSL. The diversity inherent in teams often provides unique perspectives on work, spontaneous thought, and creativity. Managers are always looking for ideas that produce results, and teams certainly fall square within this category (Evans, 2014:331).

Figure 4.2 Gender



According to Figure 4.2, 43.9% of the employees are male and 56.1% are female. These findings are supported by Smith et al., (2007:240) who stated that women are entering the labour market in increasing numbers every year. The findings indicate more than 50% of FSL employees are women. Women currently make up nearly half of the labour force in South Africa, and this trend is likely to continue (Smith et al., 2007:242). This means that the FSL must deal with issues such as work-family conflicts, childcare, dual career couples, and sexual harassment (Smith et al., 2007:240) in order to achieve employee and organisational performance. Seven out of ten women in the labour force have children, which mean organisations should take some responsibility for childcare. Although, not easy, achieving the right balance, is an important skill in managing men and women (Mullins, 2007:154).

Figure 4.3 Ages

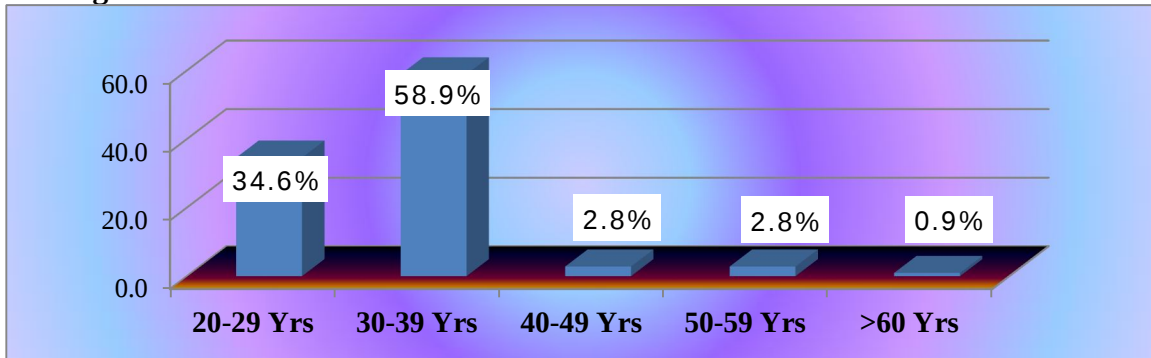


Figure 4.3 shows 58.9% of the employees are between the ages 30-39 year category. In addition, 34.6% between 20-29 year category, 2.8% between 40-49 year category, 2.8% between 50-59 year category and 0.9% for above the 60 year category. Findings reveal that there are less experienced employees in the FSL. According to Smith *et al.* (2007:241), both older and younger employees present management with challenges. Older workers are more cautious, less likely to take risks, and less open to change, though their experience makes them high performers. Younger entrants into the South African labour force will present challenges in the fields of communication and management training (Smith *et al.*, 2007:241).

Figure 4.4 Experience

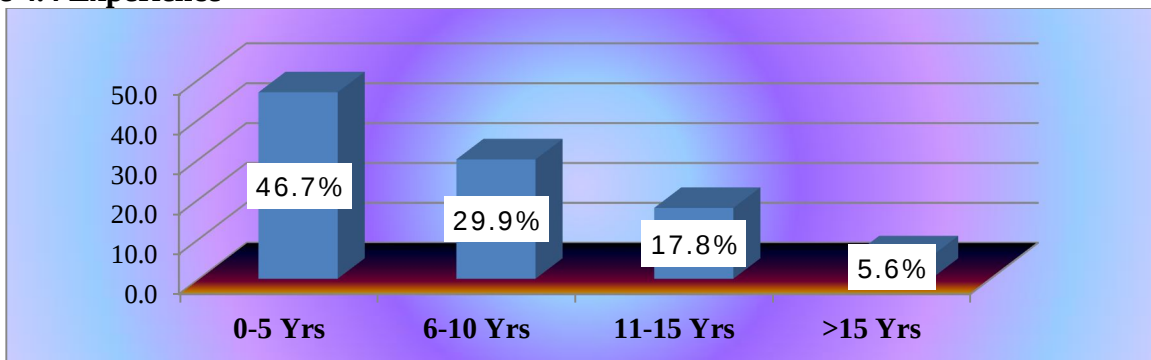


Figure 4.4, indicates 46.7% of employees are between the 0-5 years experience category, 29.9% between the 6-10 years category, 17.8% between the 11-15 years category and 5.6% above 15 years. This reflects that the Forensics in Amanzimtoti comprises of employees that are still in the stage of acquiring experience, knowledge and skills within the different units. Literature reviews related to the experience-performance relationship have shown that results across the literature are inconsistent (Ford and Ford, 2009:6).

Discussion of Findings of Section B of the Questionnaire

Figure 4.5 Choices

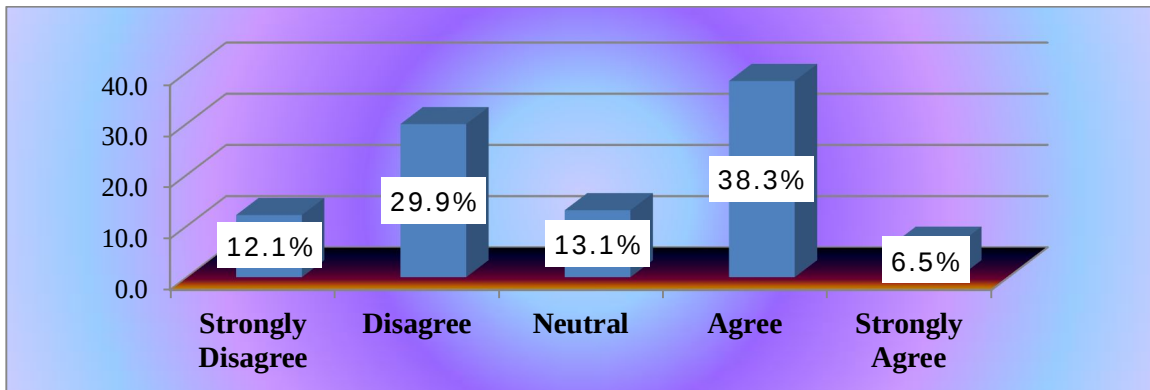


Figure 4.5 indicates that, 44.8% participants agree that they are given the opportunity to make choices, 42.0% disagree and 13.1% are neutral. The percentages obtained indicate that about half of the participants are given the opportunity to make choices and the other half not. The findings for the study indicate that democratic and autocratic leadership are exercised in the FSL. 44% indicated they have a say in decision-making, determination of policy, implementation of systems and procedures and 42% indicated that the manager alone exercises decision-making and authority for determining policy, procedures for achieving goals, work tasks and relationships, control of rewards or punishments (Mullins, 2007:371).

Figure 4.6 Growths and Development

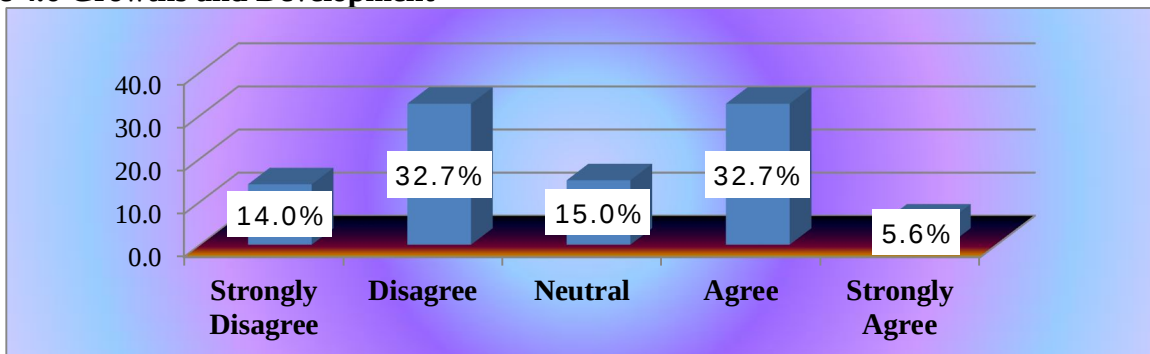


Figure 4.6 indicates, 46.7% respondents disagree that their leader contributes to their growth and development, 38.3% agree and 15.0% indicated that they do not know. According to the findings, 46.7% of respondents disagree that their leader contributes to their growth and development which according to Jones and George (2011:381), training and development help to ensure that organisational members have the knowledge and skills needed to perform jobs effectively, take on new responsibilities, and adapt to changing conditions.

Figure 4.7 Opinions

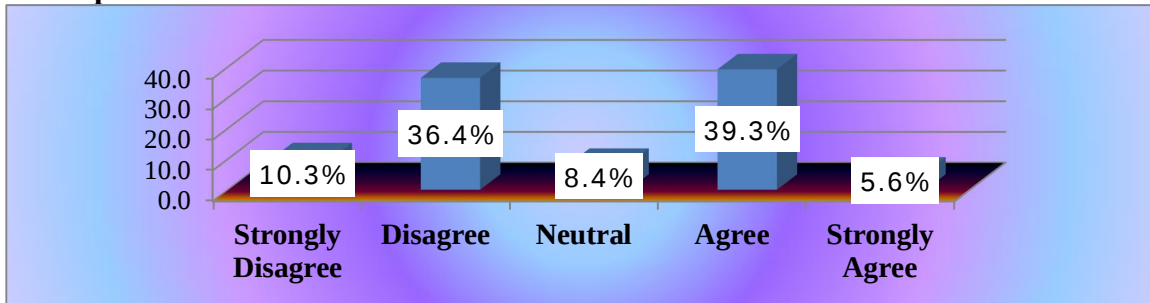
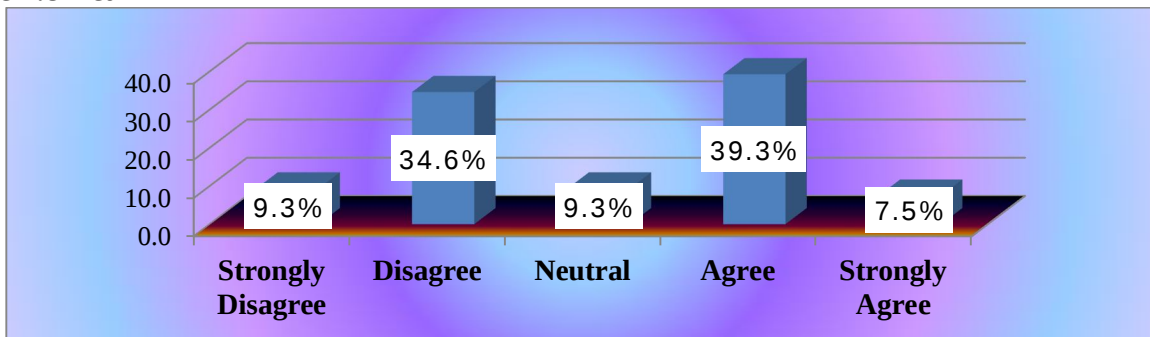


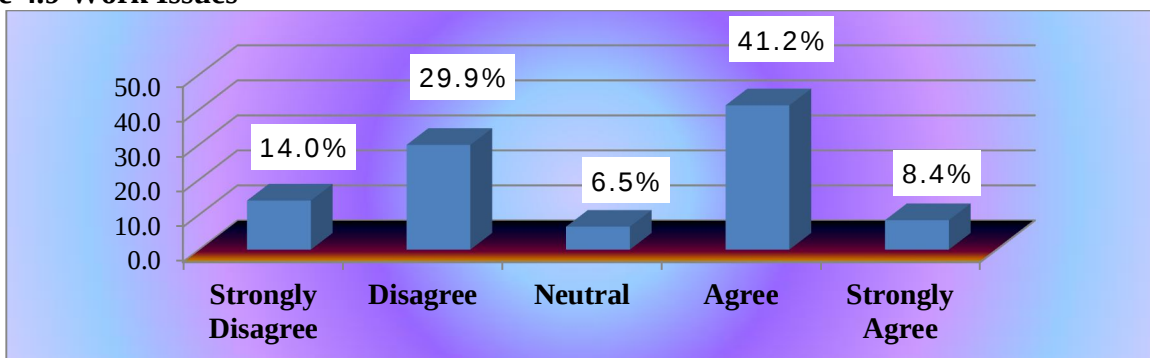
Figure 4.7, indicates whether new opinions are accepted by leaders. 46.7% respondents disagree that their leader is open to new opinions, 44.9% agree and 8.4% are neutral. Findings reveal that in the FSL, 46.7% respondents disagree that their opinions are accepted by leaders, which is opposite to what Mullins (2007:383) states that there is an expectation for leaders: to build an organisation that values its people-that they must treat people with respect and have their ideas taken seriously and allow them to believe they can make a difference.

Figure 4.8 Team



According to Figure 4.8, 46.8% respondents agree that their leader works with them as part of a team, 43.9% disagree and 9.3% are neutral. 46.8% of respondents are in agreement with Jones and George (2011:454) who state that, a team is a group whose members work intensely with one another to achieve a specific common goal or objective.

Figure 4.9 Work Issues



In Figure 4.9, 49.6% respondents agree that they are updated on current work-issues, 43.9% disagree and 6.5% are neutral. Findings reveal that 49.6% respondents practically agree with Du Toit, Erasmus and Strydom (2007:198) who theoretically indicated that, communication is the transmission of information or messages from one person to another. The higher percentages of respondents show that communication takes place in the FSL.

Figure 4.10 Support

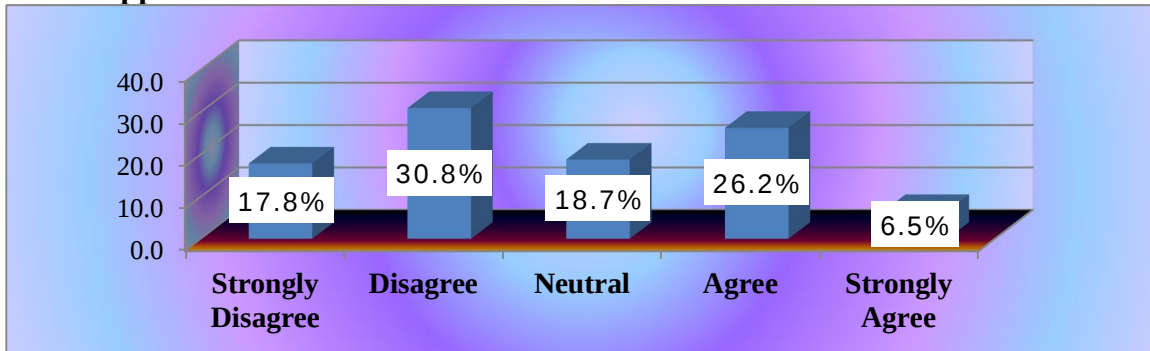


Figure 4.10 displays constant leader support. 48.6% respondents disagree that leader support is constant, 32.7% agree and 18.7% are neutral. Findings reveal that, 48.6% respondents agree that their leader's support is not constant which is opposite to what Smith *et al.* (2007:284) state in the path-goal theory which states that, it is the leader's job to assist his or her followers in attaining their goals and to provide the necessary direction and support to ensure that their goals are compatible with the overall goals of the organisation. The findings indicate that, employee and organisational goals of the FSL according to 48.7% may not be met because of the leader support not being constant. The 48.7% respondents, agree with Mullins (2007:378) in that, a leadership style does impact the performance of the employee because the path-goal theory is based on the belief that the individual's motivation is dependent upon expectations that improved performance will be instrumental in obtaining positive rewards and avoiding negative outcomes.

Figure 4.11 Performance

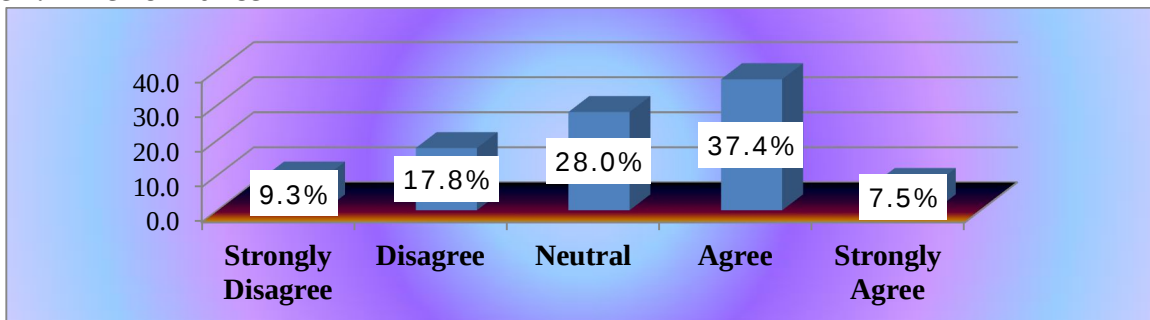


Figure 4.11 indicates that 44.9% respondents agree that their performance is recognised, 27.1% disagree and 28.0% are neutral. There seems to be a high percentage of neutral responses which shows that 28.0% of respondents do not see the importance of their performance or do not see their leader paying much attention to their performance and if a member is not sure then it seems they may not be sure of whether their leader impacts on their performance or not. In the FSL 44.9% of the findings indicate that according to Shafie, Barghersalimi and Barghi (2013:22) every manager in their management and operations uses a particular leadership style that this style is actually a set of his behaviour patterns that frequently occurs during the constant organizational working and others knows him by it and as managers of the organization are in very cooperation with the staff, the leadership style of these managers has a significant impact on staff morale. And consequently, the staff morale will affect on their performance. But one of the important topics that today some of the organizations are involved in is ignoring the issue of organizational leadership that any damage in this relationship will lead to low employee performance (Shafie *et al.*, 2013:23).

Figure 4.12 Exceeding Performance

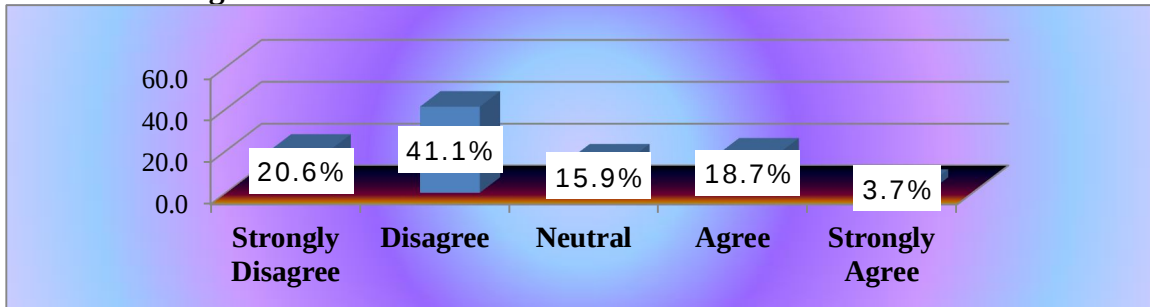
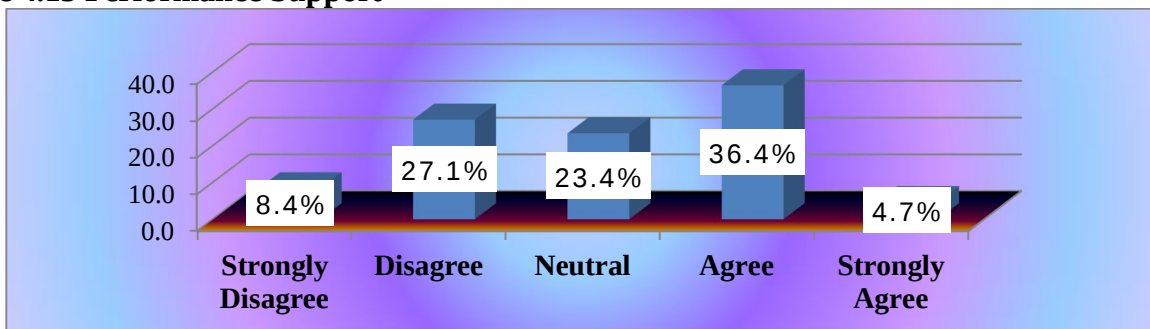


Figure 4.12 shows that, 61.7% disagree that their leader rewards exceeding performance, 22.4% agree and 15.9% are neutral. Mullins (2007: 250) indicates that it is clearly evident that if the manager is to improve the work of the organisation, attention must be given to the level of motivation of its members and according to the findings, in order for the FSL to exceed performance attention must be given to the level of motivation of its employees. According to Ehler and Lazenby (2010:294), the manifestation of culture is found in the assumptions, values and beliefs of top management. And according to the findings, 61.7% respondents indicated that their leaders do not reward exceeding performance which is a manifestation of such a culture. Often unstated, these values impact on decisions concerning strategic management and also influence the attitudes of employees (Ehler and Lazenby, 2010:294).

Figure 4.13 Performance Support



According to figure 4.13, 41.1% respondents agree that their leader supports their performance, 35.5% disagree and 23.4% are neutral. There is a high percentage (23.4%) of respondents who are not sure whether their leader supports their performance or not, this could indirectly impact on the organisational performance when employees do not know whether their performance is supported or not. Findings indicate, 41.1% respondents within the FSL agree that their leader supports their performance which is in agreement with Shafie *et al.* (2013:23) who state that, effectiveness of employee performance is important because employees ensure organizational survival.

Figure 4.14 Performance Expectations

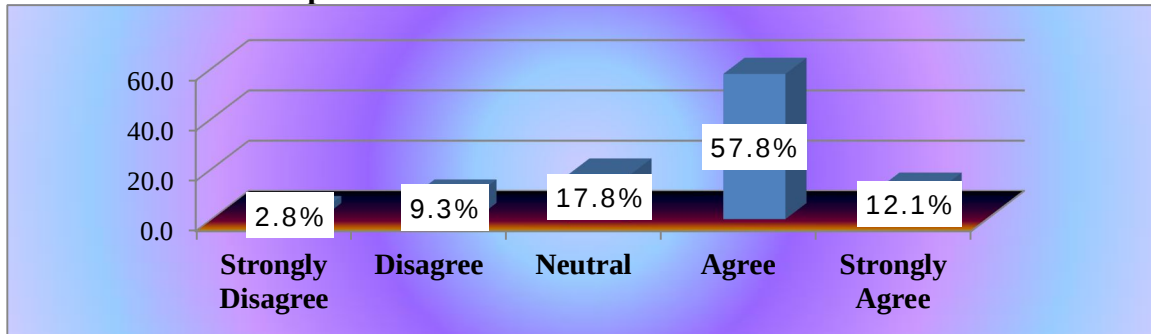


Figure 4.14, indicates that a high percentage (69.9%) of respondents know what is expected from their performance, 17.8% neutral and a low percent (12.1%) disagree. The 17.8% of neutral responses are a cause for concern because it is higher than the disagreeing respondents and makes one wonder whether the performance of these respondents is toward or against organisational goals and targets. Majority of the respondents (69.9%) indicated that they know what is expected from their performance. According to the findings, the FSL is formulation goals and communicating and the 61.1% agree that the goals represent the details of what is being pursued (Du Toit *et al.*, 2007:156). Mullins (2007:98) indicates that clarification and continual refinement of goals and objectives, role definitions and performance standards will help to avoid misunderstandings and conflicts and the findings reveal that the FSL is in line with this.

Figure 4.15 Organisational Performance Expectations

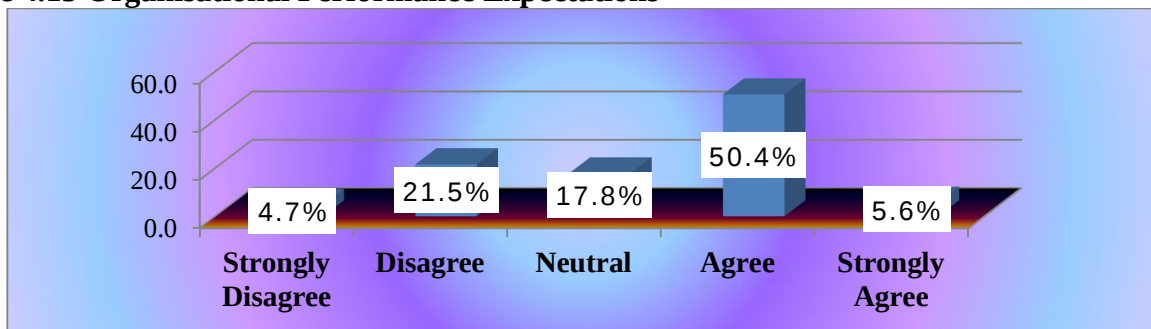


Figure 4.15, shows 56.0% respondents agree they know the expected organisational targets, 26.2% disagree and 17.8% are not sure. According to the percentages, just over a half of the respondents could be performing towards organisational targets which will impact the performance of the organisation. According to the findings, the FSLs' organisational performance expected targets are clearly communicated. 56% of respondents agree and according to Mullins (2007:305), goals are identified by management, and certain rules, relationships and norms of behaviour established and to be effective, goals should be emphasized, stated clearly and communicated to all members of the organisation (Mullins, 2007:532). The findings reveal that, the FSL leaders provide guidance and unanimity according to (DuToit *et al.*, 2007:156).

Figure 4.16 Promoting Exceeding Performance

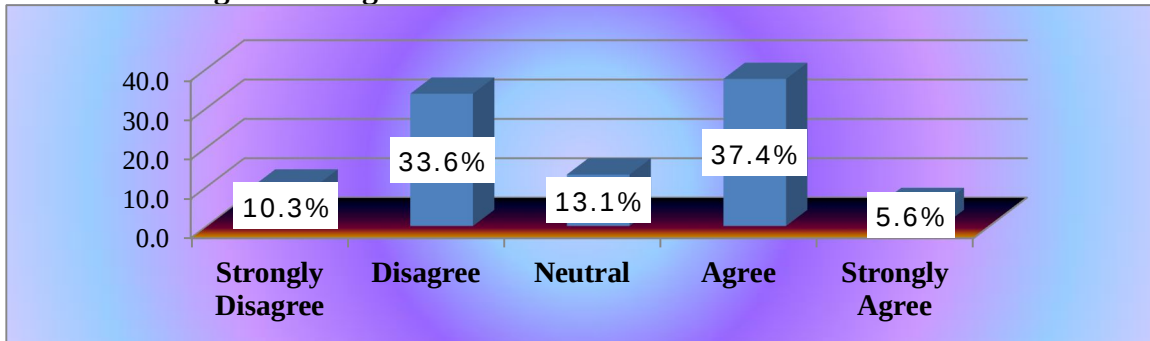
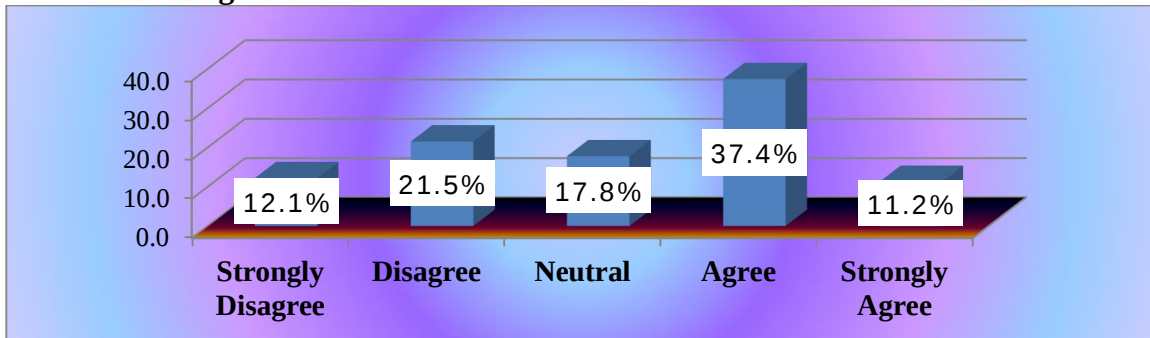


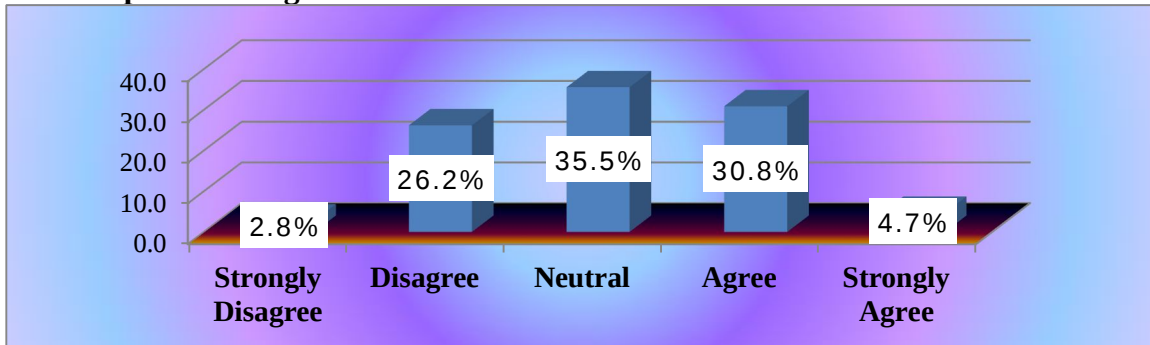
Figure 4.16, shows that 43.9% respondents disagree that their leader promotes exceeding performance, 43.0% agree and 13.1% are neutral. Based on these percentages, employee and organisational performance may not be met or exceeded because about half of the respondents agree that exceeding performance is promoted and about half disagree and concern from the 13.1% arises as they may be under or over performing. 43.9% of respondents in the FSL indicated that their leader does not promote exceeding performance which is contradictory to what Jones and George (2011:45) state; that organisational performance increases in direct proportion to increases in efficiency and effectiveness.

Figure 4.17 Evaluating Performance



According to figure 4.17, 48.6% respondents agree that their performance is fairly evaluated, 33.6% disagree and 17.8% neutral. The 17.8% of neutral responses make one wonder how the respondents perceive their performance to the organisational performance and whether they realise the importance of their performance within the FSL. The findings reveal that, the FSL leaders are fairly evaluating employee performance, and according to the findings the leaders of FSL provide effective feedback by means of formal appraisals which according to Jones and George (2011:389), are conducted at set times during the year and are based on performance dimensions and measures that have been specified in advance. 48.6% of respondents indicated that their performance is fairly evaluated by their leaders, and according to the findings and Smith *et al.* (2007:388) leaders of the FSL do ensure that all the organisation's resources are meaningfully deployed so that the mission and goals of the organisation can be attained.

Figure 4.18 Impacts on Organisational Culture



In Figure 4.18, 35.5% respondents agree, 35.5% are neutral and 29.0% disagree that their leader has an impact on organisational culture. The 35.5% of neutral responses indicate that a vast majority are not sure what organisational culture is; how it impacts them and that it can be changed. The findings show that, FSL does not have an organisational culture known to its employees and according to Ehlers and Lazenby (2010:292) an organisation's culture is its personality. Based on the findings FSL managers have not effectively promoted the organisational culture, whereas Jones and George (2011:121) state that while all members of an organisation can contribute to developing and maintaining organisational culture, managers play a particularly important part in influencing organisational culture because of their multiple and important roles.

Figure 4.19 Discussing Change

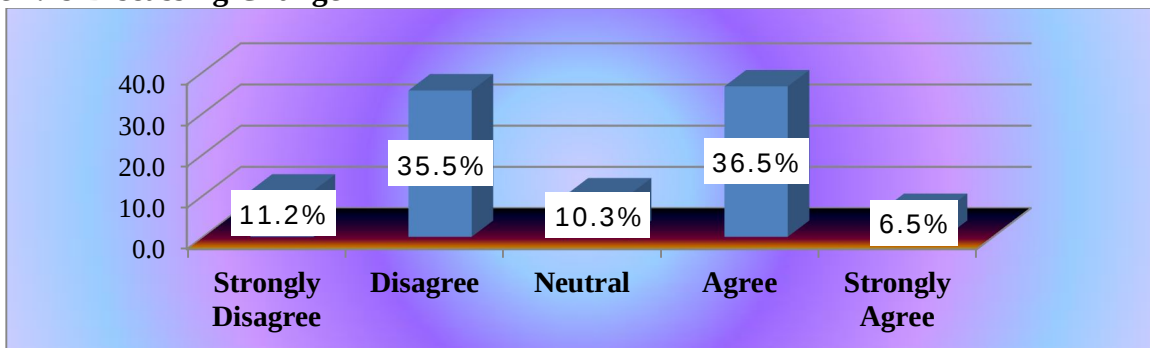
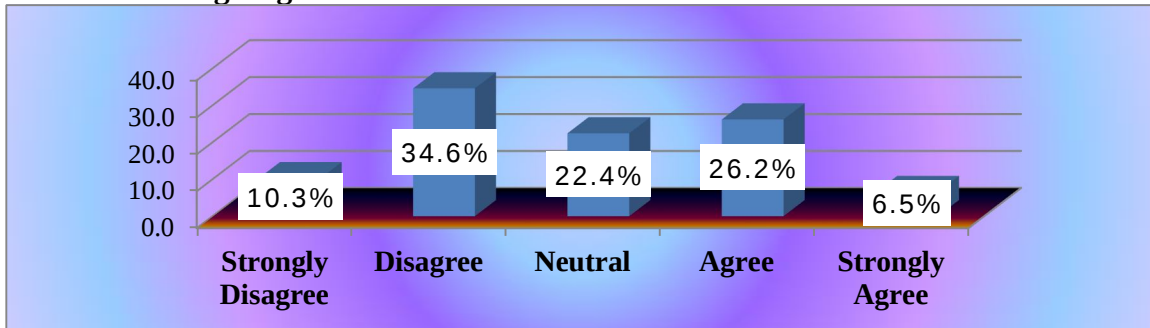


Figure 4.19, indicates 46.7% respondents agree that they can approach their leader to discuss changes in organisational culture, 46.7% disagree and 10.3% are neutral. The equal split in percentage for agreeing and disagreeing responses and the 10.3% of neutral responses on the discussion of organisational culture change indicate that the culture within the FSL does not indicate the identity of the organisation, and that there is no clear direction from leadership with regards to the FSL culture. The findings of responses are evenly split, and for the 46.7% that agree indicate that a culture does exist and they can discuss the culture changes with their leaders. Smith *et al.* (2007:251) state that, it is discovered that cultures are different when there is encounter from others of another culture and that there is no place where that is likely to happen than in the organisations people work. Alternatively, according to Smith *et al.* (2007:229), the 46.7% that disagree could believe that the change in culture interferes with the strategy and structure of the organisation and its proponents mistrust the old regime or vice versa.

Figure 4.20 Promoting Organisational Culture



According to Figure 4.20, 44.9% respondents disagree that their leader promotes organisational culture that influences their performance positively. In addition, 32.7% agree and 22.4% are neutral. The 22.4% of neutral responses are a concern, and may negatively impact on employee performance if the employees cannot identify how and whether the organisational culture influences their performance. The findings indicate that the organisational culture of the FSL does not influence the performance of their employees positively and according to Smith et al. (2007:229), the content of the culture drives the behaviour of the people in the organisation and the health and strength of the organisation's culture influences the intensity of behaviour. According to the findings, the FSL needs to create an organisational culture that is owned by majority if not all its employees because according to Mullins (2007:728) culture is an effective ingredient of effective organisational performance. Kinicki and Kreitner (2006:50) indicate that several studies demonstrated that organisational culture was significantly correlated with employee behaviour and attitudes.

Figure 4.21 Organisational Goals

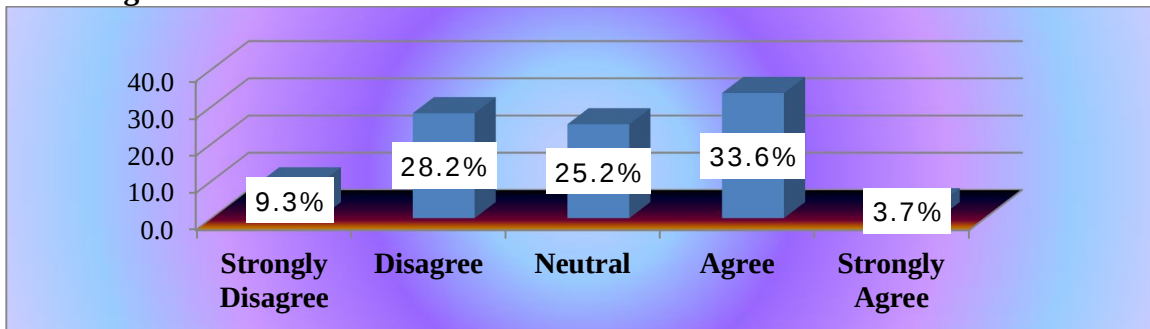
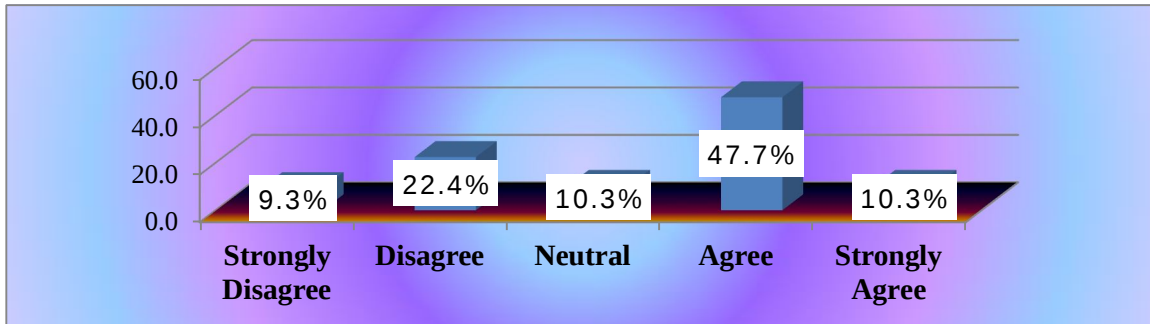


Figure 4.21 indicates 37.3% respondents agree that their leader promotes an organisational culture that promotes organisational goals, 37.5% disagree and 25.2% are neutral. The split in percentage for agreeing and disagreeing responses, with disagrees slightly higher, and the 25.2% of neutral responses, a concern arises which may negatively impact on the organisational performance. If the leaders cannot clearly direct the organisational culture within the FSL, organisational performance may not be met or exceeded. The findings indicate that, there is no clear direction with the type of culture that exists within the FSL. Based on the findings, the organisational culture limits and encourages certain behaviours (Green et al., 2015:28). In addition, Jones and George (2011:127) highlights that culture influences how managers perform their four main functions: planning, organising, leading and controlling. The findings also show that even though organisational goals may be known, a culture that promotes organisational performance is not effectively embedded in the FSL. Jones and George (2011:119) state that when organisational members are not strongly committed to the organisational culture, the culture is weak.

Figure 4.22 Feedback



According to Figure 4.22, 58.0% respondents agree that their leader provides feedback, 31.7% disagree and 10.3% are neutral. The agreeing respondents indicate that there is communication that takes place within the Amanzimtoti FSL because regular communication according to Daft (2011:235) is essential for building personal relations with followers and keeping everyone lined up in the same direction toward achieving the company's vision and purpose. The findings show that 58% of respondents agree that common understanding is reached between their leaders and themselves; Jones and George (2011:485) acknowledges that feedback eliminates misunderstandings, ensures that messages are correctly interpreted and enables senders and receivers to reach common understanding.

Figure 4.23 Direction

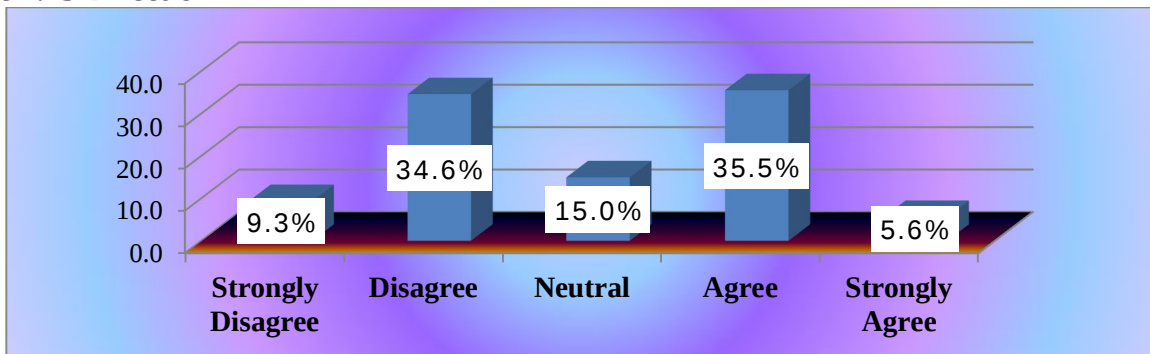


Figure 4.23 indicates that 43.9% disagree that their leader always gives them clear direction, 41.1% agree and 15.0% are neutral. According to Mullins (2007:303), a lack of direction and clear information flow within the formal structure can give rise to uncertainty and suspicion. In the absence of knowledge, the grapevine takes on an important role, rumours start and the informal part of the organisation is highlighted.

Figure 4.24 Approach

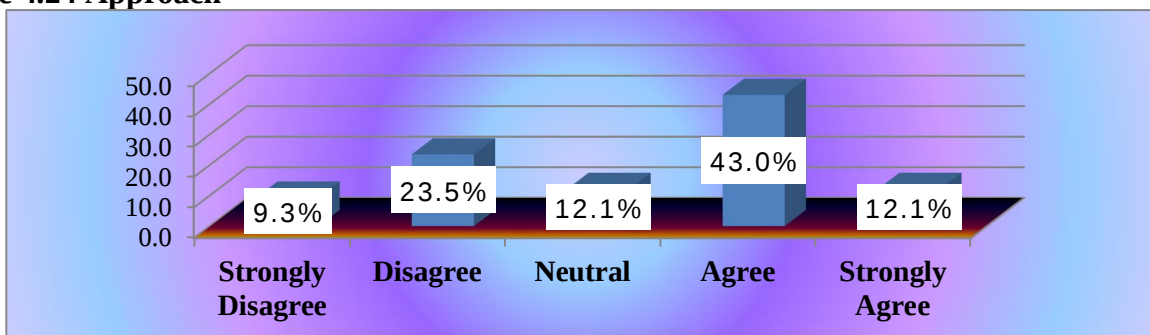


Figure 4.24 indicates that 55.1% respondents agree that they are comfortable to approaching their leader with concerns, 32.8% disagree and 12.1% are neutral. The finding (55.1%), is supported by

Kinicki and Kreitner (2006:299) who state that quality of interpersonal communication is very important in an organisation. According to findings, (55.1%) leaders in the FSL and according to Mullins (2007:393), the leaders have created communication channels with employees.

Figure 4.25 Manner

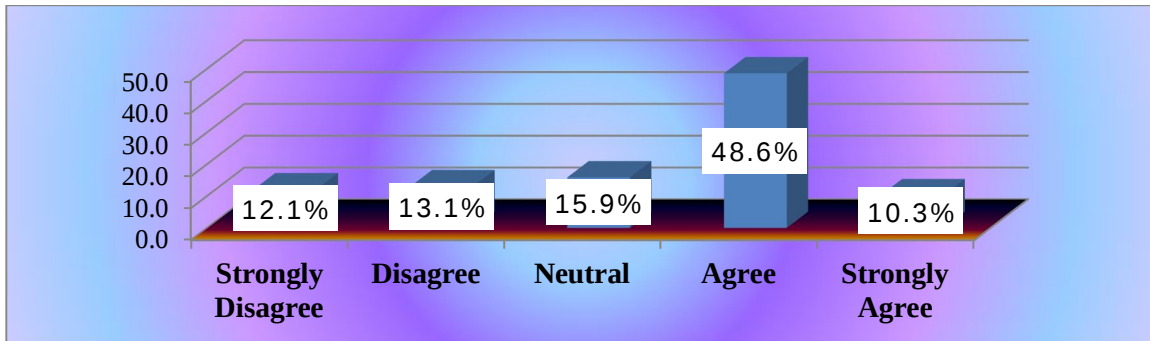
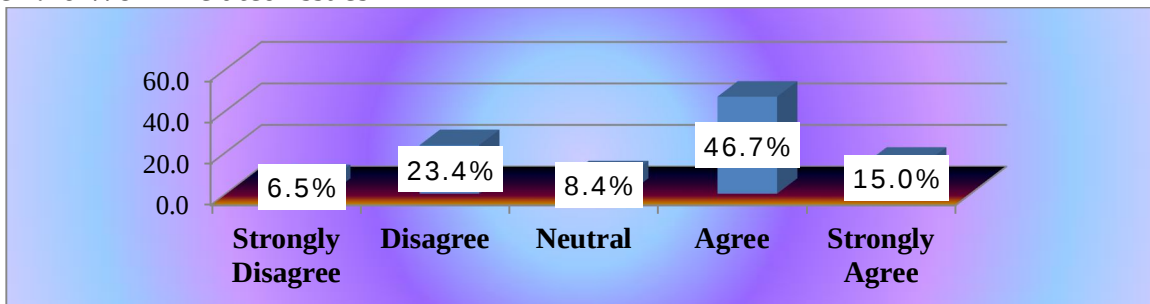


Figure 4.25 shows 58.9% respondents agree that their leader speaks to them in a non-intimidating manner, 25.2% disagree and 15.9% are neutral. According to findings, (58.9%) leaders in the FSL and according to Mullins (2007:393), the leaders treat people with politeness, respect and dignity.

Figure 4.26 Work-Related Issues



According to Figure 4.26, high percentages (61.7%) of respondents agree that they can communicate to their leader with work-related issues, 8.4% are neutral and 29.9% disagree. Based on the findings (61.7%) and according to Mullins (2007:393), FSL leaders were able to create a deep, shared understanding of the current state of the business, and examine the metaphor of the organisation; put the building of a highly committed workforce at the centre of strategy; build a model of their organisation around high levels of trust, commitment and inspiration; develop an understanding of process fairness and justice, and understanding of process fairness and justice, and understand employees' perceptions of integrity, consistency and pride.

Hypothesis Testing

A chi-square test is a test of statistical significance, which is typically employed to establish how confident one can be that the findings displayed in the contingency table can be generalized from a probability sample to a population (Bryman, 2008:691). The frequently used method to reporting a result requires a statement of statistical significance. A p-value is generated from a test statistic. A significant result is indicated with "**p < 0.05**". The chi-square test looked at whether there was any relationship between the column variables and row variables (statements).

The results presented in Annexure (D), which shows that there is a significant relationship between race and the following statement/question:

- My Leader works with me as part of the team: $p = 0.029$.
- My Leader clearly stipulates expected organizational performance: $p = 0.001$.

- My Leader has an impact on organizational culture: $p = 0.000$.
- I am comfortable in approaching my Leader in discussing changes in organizational culture: $p = 0.024$.
- I am comfortable approaching my leader with concerns: $p = 0.000$.
- My Leader speaks in a non-intimidating manner: $p = 0.000$.
- I can easily communicate with my leader about work-related issues: $p = 0.000$.

In addition, Annexure (D) shows there is a significant relationship between gender and the following statement:

- My Leader recognizes my performance: $p = 0.043$.

Further, Annexure (D) shows there is a strong relationship between age and the following statement:

- My Leader recognizes my performance: $p = 0.028$

Also, Annexure (D) shows there is a strong relationship between age and the following statements:

- My Leader promotes an organizational culture that influences performance positively; $p = 0.039$.
- My Leader promotes an organizational culture that promotes organizational goals: $p = 0.027$.
- My Leader provides feedback: $p = 0.038$.
- My Leader speaks in a non-intimidating manner: $p = 0.011$.
- I can easily communicate with my leader about work-related issues; $p = 0.037$.

The above results corroborate with the findings in the data analysis.

Conclusion

Analysis of the data collected through the self-administered questionnaires that were distributed to staff was discussed in this chapter. According to the data obtained, there seems to be almost equal split in percentages in majority of the respondent's responses. One is left with a picture that some leaders have an impact and others not. A large percentage (48.6%) of respondents indicated that their leader's support is not constant. This may lead the employees to being uncertain of how their leader may respond in different situations. In addition, the findings indicated that, the organisational culture within FSL in Amanzimtoti is not identifiable, or promoted by the leaders and has minimal impact on employee and organisational performance and that 35.5% of FSL employees do not know whether their leader has impact on organisational culture or not. Hence, the primary findings should be of great concern to management because according to the findings, organisational targets and employee norms are communicated, but there is no constant leader support, the cause for this should be of great concern as organisational performance depends on it. Also, the FSL culture showing no direction to its employees and reasons for exceeding performance is not promoted. The next chapter concludes the study and provides practical recommendations for this study.

CONCLUSIONS AND RECOMMENDATIONS

Introduction

The aim of this study was to investigate the impact that a leadership style has on employee performance in the Forensic Science Laboratory of the South African Police Service in Amanzimtoti and to make recommendations to management on utilising appropriate leadership styles that will improve employee and organisational performance. Areas of future research related to this study is identified and proposed. This chapter presents conclusions and recommendations based on the analysis of the primary and secondary data collected.

Findings from the Study

The findings from the research study are discussed under two headings namely: key findings from the literature review and key findings from the primary research.

Key Findings from the Literature Review

The findings from the literature review are discussed in line with the research questions formulated for this study:

(Schermerhor *et al.*, 2011:32) explain leadership style as the recurring pattern of behaviours exhibited by a leader. In addition, Jooste (2009:33) further explains leadership style as the manner in which a leader provides direction, implements plans and motivates people, and their approach to each of the functions. This makes leadership style key to the achievement of employee and organisational goals. Leaders must be able to identify their type of leadership style in order to be able to fit it to a situational need as according to the path-goal theory as stipulated by Schermerhorn *et al.* (2011:321). Many police agencies, in implementing an autocratic style (Theory X), create serious management trouble, generally resulting in their failure to motivate personnel toward the achievement of departmental goals (Green *et al.*, 2015:103). Often these managers have not had an opportunity for formal or informal training in leadership theory (Becker *et al.*, 2010:216). The performance of any organisation, small or large, is directly related to the quality of its leader (Brevis *et al.*, 2006:283). Pietersen and Maree (2010:215) indicated that there is no single best way to lead.

According to Duncan (2015:16), research has provided confirmation that trust in superiors and influence of superiors are predictors of job performance and job satisfaction and also found that trust affects job satisfaction and job performance. In mechanistic organizations, the structure is rigid and formal; conformity rather than innovation is the norm. Police forces have centralized authority, set career paths and evaluations and utilize a hierarchical rank structure. Therefore, based on Bass' speculation, police forces' leadership styles should exhibit more transactional than transformational (Duncan, 2015:16). On the contrary, Jones and George (2011:436) state that no one leadership style influences performance or a situation, given the wide variety of situations in which leadership occurs, what makes a manager effective in one situation is not necessarily what the manager needs to be equally effective in a different situation. Smith *et al.* (2011:320) state that instead of searching for the best style of leadership, managers should rather learn to establish interfaces between themselves, the situation, and the needs of their subordinates.

It is important to understand that, performance is affected by more than a follower's motivation. Factors such as intelligence, skill, and the availability of key resources can affect a follower's behaviour in accomplishing organisational goals (Hughes, 2008:290). It has been widely accepted that effective organisations require effective leadership and that organisational performance will suffer in direct proportion to the neglect of this, and that, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership – effective leader behaviour facilitates the attainment of the follower's desires, which then results in effective performance

(Pradeep and Prabhu, 2011:199). Pradeep and Prabhu (2011:199) differ with Duncan (2015:16) and state that transformational leadership generates higher performance than transactional leadership.

According to research conducted by Kostelac (2008:191), there is limited information on prior research on civilianisation to describe where civilians fit within the organisational structure of police agencies. With civilians comprising a quarter of all employees within the study agencies consulted, on average, civilians are a significant proportion of the employees in the departments that were historically comprised of primarily sworn officers (Kostelac, 2008:191). Unfortunately, some sworn personnel perceive the non sworn person as less than a full-fledged member of the agency and give them second class status (Whisemand, 1996:17). When this occurs, teamwork suffers, synergy is destroyed and excellence declines. Hence, employee and organisational performance will be negatively affected. More important, police management should clearly demonstrate that everyone counts, all work is critical, and each individual is a prized member of the team. Professional management will cause this to happen (Whisemand, 1996:17).

An organisation's culture is its personality (Ehlers and Lazenby, 2010:292). Continuing education and training, and refresher courses should be a fixture of life in a forensic lab (Bell, 2004:109). However, different sets of values can coexist among different groups of people throughout the organisation. Although values differ among groups, members can share a common set of values. Not all people in an organisation will fully agree about the dominant values and norms (Champoux, 2006:72). The FSL work according to quality procedures, and according to Evans (2014:436), a focus on quality, requires significant changes in organisation design, processes and culture, such broad change has been a stumbling block for many companies. With the FSL being under the SAPS, a clash sometimes arises in the way business is conducted, where the FSL is expected to adhere to quality SOP's and on the other hand the SAPS has the rank structures that uses instructions as a way of command and a way of enforcing certain decisions, policies and procedures on the performance of the FSL.

The culture of the police department shapes how decisions will be made and it limits and encourages certain behaviours (Green *et al.*, 2015:28). Evans (2014:437) indicated that a company culture can change, and as with most aspects of performance excellence, it begins with leadership. Leaders must articulate to employees the direction in which they want the company to go and they must set an example by expressing total quality values in their own behaviour and by recognizing and rewarding others who do the same (Evans, 2014:437). In promoting a new culture, leaders must personally practice behaviours associated with the new culture and also, getting on board for a change in culture requires managers to acknowledge that the current approach is somehow lacking (Evans, 2014:439).

The probability and dangers of not communicating is even greater than over communicating and Smith (2007:163) indicates that in general, the balance advantage lies in information rather withholding it. Leader communication is purpose-directed in that it directs everyone's attention toward the vision, values, and desired outcomes of the group or organisation and persuades people to act in a way to help achieve the vision (Daft, 2011:236). Culture and gender are not the only causes why people encode messages differently, consequently it is a very good idea to observe the KISS principle of communication-Keep It Simple Stupid (Smith, 2007:164). According to Jones and George (2011:482) no matter how electronically based, communication is a human endeavour and involves individuals and groups and communication does not take place unless a common understanding is reached (Jones and George, 2011:482). The choice of communication channels is very important, and the channel used can alter the message transmitted (Smith, 2007:166).

Apart from building relationship with subordinates, the informal communication, management by wandering around, breaks down the barriers between managers and subordinates and positively influences their motivation, commitment and morals of subordinates and it creates a feeling of

importance and self worth in the latter, because managers seem to show an interest in their opinions and suggestions (Nieman and Bennett, 2014:269). Moore and Miller (2015:90) state that one expert pointed out that one's state of mind can be acted out with non-verbal body language. Pietersen and Maree (2010:259) in addition, stated that when verbal and nonverbal communication does not match, receivers will pay more attention to the nonverbal.

Key Findings from the Primary Research

The key findings from the primary research are aligned to the research objectives and are as follows:

- What are the different leadership styles that exist within the Forensic Science Laboratory of the South African Police Service?

The findings revealed that 44.8% of respondents agree that their leader gives them the opportunity to make choices and a collective of 46.7% of respondents disagree that their leader contributes to their growth and development. In addition, a collective of 49.6% respondents agree that their leader keeps them updated with current work issues, whilst 48.6% of respondents disagree that their leader's support is constant and 46.7% disagreed that their leader is open to new opinions. The findings indicate that there is a combination of leadership styles where some respondents indicated they can make choices and others indicated their leader is not open to new opinions and that leadership support is not constant.

- Does a leadership style have an effect on the performance of an employee?

According to the findings, 44.9% of respondents agree that their leader recognizes their performance, whereas 61.0% disagree that their leader rewards excellent performance and a collective of 56.6% respondents indicated their leader supports their performance. In addition, 48.6% of respondents agree that their leader fairly evaluates their performance. 28% of respondents indicated that they do not know whether their leader supports their performance, which is a high percentage in comparison to the 27.1% that indicated their leader does not support their performance. The findings indicate that the leaders of the FSL communicate employee and organisational performance targets however; exceeding performance is not promoted or rewarded.

- Does the South African Police Service culture have an impact on the Forensic Science Laboratory environment culture?

The findings indicate that a high of 35.5% of respondents are not sure if their leader has an impact on organisational culture, whereas a split of 46.7% respondents agree and 46.7% disagree that they are comfortable in approaching their leader to discuss changes in organisational culture. 44.9% of respondents disagreed that their leader promotes an organisational culture that influences performance positively. The findings indicated that the percentages of do not know responses are high with regards to organisational culture and that there is no outstanding leadership behaviour in the promoting and managing of FSL culture.

58.0% of respondents indicated that their leader provides feedback, however 43.9% disagree that their leader always gives them clear direction. In addition, 55.1% respondents are comfortable approaching their leader with concerns and 61.7% agree that they can communicate with their leaders about work-related issues. 58.9% of respondents indicated that their leader speaks to them in a non-intimidating manner. The findings obtained indicate that FSL leadership shows commitment to two-way communication.

Conclusions

There almost seems to be a balance with the responses from the respondents with regards to the impact of leadership style on their performance. The one half indicating that they are impacted by the leadership style with regards to performance, organisational culture, and communication, and the other

half not. The findings also revealed that there seems to be a challenge with organisational culture, the do not know responses were high and there was an indication that the organisational culture within FSL in Amanzimtoti is not clearly communicated with total ownership from the leaders. The high number of do not knows, could be a result of the participants truly not knowing what was asked or because they did not recognize the importance of their true responses to the statements asked. In addition, the findings revealed that majority of the respondents agreed that communication does take place and they are up to date with work issues. Research indicated that the racial profile is not evenly distributed in order to take advantage of racial diversity. Overall, the findings were split and the cause for the split may be because there is split behaviour from leadership, with some of the managers knowing and understanding the importance of performance, communication and organisational culture. Lastly, the findings showed that employee performance is affected by the leadership and style and that if correct leadership is enforced in certain situations employee and organisational performance can be increased.

Recommendations

The following recommendations are offered:

- Leadership must be training on the different leadership theories, in order for them to be able to identify their leadership style and how the different leadership styles fit into different situations. They must also be trained on SWOT analysis in order to maximise employee performance and achieve or exceed organisational goals. The performance of any organisation, small or large, is directly related to the quality of its leader, and there is already a considerable body of knowledge on leadership, and this knowledge can productively be applied to increase managerial effectiveness. (Brevis *et al.*, 2006:283);
- In order for employee and organisational performance to increase, leadership must have planned work sessions to discuss and share their challenges, achievements, management principles in achieving targets and motivation of employees and provide possible suggestions;
- Training on communication that will cover, the importance of communication, the type of communications that exist, the type of communication channels to use and the impact that these have on the message being conveyed, because according to Smith *et al.* (2007:362) communication is an integral part of all management functions. This training must also inform how managers can communicate to persuade and influence and how barriers to communication can be overcome. By personally championing the cause of good communication, leaders will help to reduce employees' fears about changes that are being implemented and set an important precedent for other managers to follow (Williams, 2006:207);
- Root cause analysis should be done to identify why leadership support is not constant and why the FSL organisational culture is not clearly identified by its members or recognised that it exists and the impact thereof. Both managers and academic researchers believe that organisational culture can be a driver of employee attitudes and organisational effectiveness and performance (Kinicki and Kreitner, 2006:50). Managers should adhere to Total Quality principles because employees in a quality-oriented culture instinctively act as a team (Evans, 2007:435). As teamwork usually involves participation by team members in decision-making, commitment to work tasks and organisational goals and objectives are enhanced (Clegg *et al.*, 2008:141);
- Leadership should also be trained on the different approaches to strategic change and on principle of how strategic change is managed within an organisation. As a manager one needs

to understand how culture works within ones organisation in order to achieve what is required to be done (Williams, 2006:31);

- Leaders and employee must be trained to able to manage work diversity. There are four common mistakes made by police managers regarding workforce diversity. First, some opt to ignore it. Second, some see it as either a non problem or a quick fix. They provide one-time, eight hour training programs that hopefully resolve everything. Third, most develop a delimited concept of diversity; they see diversity issues, for example, as exclusively gender and race related. They fail to see individual differentiations due to age, ethnicity, education, physical size, and so on. Fourth, some managers define a workplace problem as caused by diversity when in reality it was caused by other factors, such as bad management (Whisenand and Ferguson, 1995:17). The training should train people to be aware, accept, and work with individual uniqueness, reveal the strengths, as well as the problems, of a diverse workforce, be continuous, emphasize two-way communication because two-way communication is the antecedent of mutual trust and the value level of internal and external training must be revisited because value clarification is the main hope today for keeping the police workforce united (Whisenand and Ferguson, 1995:17);
- Leaders must learn to stop blaming resistance to change and start using it. There are three reasons why resistance can be a valuable resource in the accomplishment of change. First, blaming resistance can be dysfunctional for managers who perceive resistance as threatening. These managers may become competitive, defensive, and uncommunicative, more concerned about being right, looking good, and winning than accomplishing the change. Responding negatively to resistance behaviour can cost good will and valuable relationships as well as opportunity to learn how to improve change implementation (Ford and Ford, 2010:24); Second, blaming other people for their apparent behaviours is inaccurate in that it presumes resistance is a unilateral phenomenon. Resistance is at least partially dependent on the behaviours of change managers themselves. It is inaccurate to and simplistic to view resistance as coming only from “over there, in them,” in the attitudes, behaviours, and communications of the individuals and groups who are asked to make changes. Finally, blaming resistance is incomplete because it ignores the functional value of resistance (Ford and Ford, 2010:24). Resistance invites a return to the purpose: why change, and resistance can change the change (Ford and Ford, 2010:28-29); and
- Leaders must understand and apply emotional intelligence in their management duties. Focused coaching and training to enhance skill in the areas of self-awareness, self-management, social awareness and relationship management can develop emotional intelligence (Botha *et al.*, 2007:194). A leader’s level of emotional intelligence may play an important role in leadership effectiveness (Jones and George, 2011:445). Leaders, like people everywhere, sometimes make mistakes and emotional intelligence may also help leaders respond appropriately when they realize they have made a mistake. Without emotional intelligence, a person can have outstanding training, a highly analytical mind, a long-term vision, and an endless supply of terrific ideas but still not make a great leader, especially as individuals move up in an organisation (Robbins *et al.*, 2011:336).

Areas for Further Research

Further research is important to continue to assess the impact of leadership style on employee performance by:

- Conducting research on other SAPS, Forensic Laboratories and comparing results;
- This study looked at performance from the employees' side, in order to better understand the concept of leadership in the SAPS, Forensic Laboratory; it would be significant to investigate both leaders and employees; and
- Conducting research on how Public Service employees fit and impact on the structure of the SAPS.

Conclusion

A leadership style is important if it affects the performance and meeting of organisational goals. From the overall findings and relationship between the theories used in this research the study finds that the use of effective leadership styles can create impact on employee performance, and subsequently organisational performance. The result and the analysis revealed that the leadership of the FSL does impact half of their performance, and does not impact half of the others. The findings of this study revealed that there is no outstanding performance from leadership that indicate a drastic impact on the performance of the employees. The areas for future research are highlighted and recommendations offered, and this brings this chapter to a conclusion.

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