

THE RELATIONSHIP BETWEEN PERCEIVED ORGANISATIONAL SUPPORT AND TRANSFORMATIONAL LEADERSHIP

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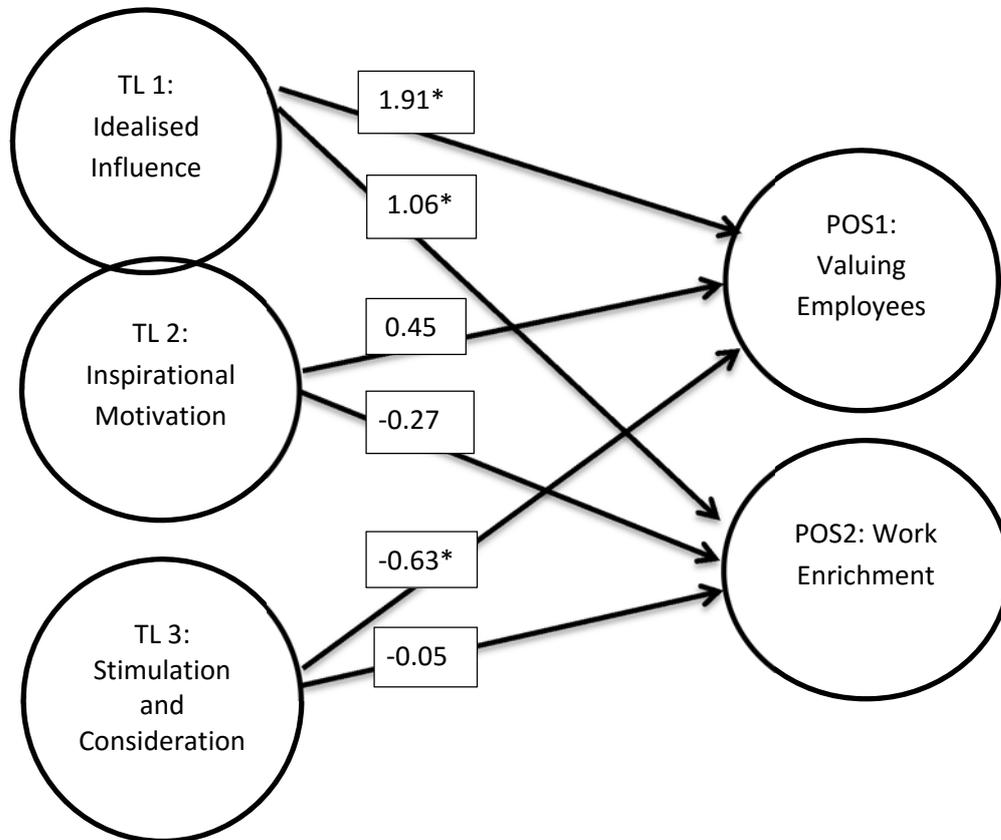
Leadership and specifically transformational leadership, has an important role to fulfil in business. A key aspect of transformational leadership is to direct organisational change in an economic and social fluctuating environment (Lussier and Achua, 2009). Workers form a broad awareness and appreciation for organisational leadership's concern for their social and emotional circumstances, called perceived organisational support (POS) (Uçar and Ötken, 2010). More clarity is needed to understand if transformational leadership influences workers' perceived organizational support (POS).

This exploratory quantitative design investigates the prediction of POS by means of transformational leadership. A sample of 114 employees working in manufacturing in Gauteng, South Africa fully answered the questionnaires. Transformational leadership was measured by the Multifactor Leadership Questionnaire (MLQ) (Bass and Avolio, 1994) and POS by the POS Survey (Eisenberger, Huntington, Hutchison, and Sowa, 1986). Exploratory Factor Analyses determined the construct validity of the scales with Cronbach Alphas respectively .90 and .77.

Confirmatory Factor Analysis showed acceptable indices of the model fit according to Hair et al., (2010), with Comparative Fit Index (CFI) = .94, Bollen Fit Index = .94, Mc Donald's Fit Index = .94, and RMSEA = 0.11. The results indicate that there are significant predictions of components of POS by transformational leadership. The significant predictions are an indication that idealised influence leads to positive perceptions of being valued and experiences of work enrichment. The results also imply a warning that, leadership exercising overstimulation and consideration (thus too much pressure on the employee), could significantly negatively influence employees' perceptions of being valued.

Structural Equation Modelling shows the relationships between transformational leadership's and POS in Figure 1.

FIGURE 1
TRANSFORMATIONAL LEADERSHIP'S (TL) PREDICTION OF PERCEIVED (POS) ORGANISATIONAL SUPPORT



The study contributes to the theory of POS and transformational leadership. Transformational leadership should assist business in providing healthy perceived organisational support and ultimately generate a nourishing work environment. More studies need to be done to get clarity on the generalisability of this relationship. The findings is a clear indication to management that the type of leadership they provide could lead to both positive and negative perceptions of organisational support.

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